

TOWN OF EASTHAM

Strategic Plan

FY 2020-24

**Updated June 2020
(for Fiscal Year-End 2020)**

**Strategic Planning Committee
Town of Eastham
2500 State Highway
Eastham, MA 02642**


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OVERARCHING PLANNING PRINCIPLES

These overarching principles set a visionary context and serve to clarify the plan's intention.

- 1. Honor Eastham's history and protect its small-town identity.**
 - 2. Live in harmony with the natural environment and local culture.**
 - 3. Enhance community vibrancy and viability for people of all ages.**
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- A decorative graphic consisting of three parallel diagonal stripes in light green, purple, and teal, running from the bottom left towards the top right, set against a solid light green background.

EXECUTIVE SUMMARY

The Town of Eastham created this plan to provide direction for town initiatives and priorities between Fiscal Year (FY) 20-24. The plan lays out a set of goals and strategies intended to guide the Town's use of funds, staff, and other resources as well as efforts of boards, commissions, and committees. Working collaboratively with the Strategic Plan Steering Committee (SPSC), Town Planner, and Town Administrator, planning consultant JM Goldson LLC assisted the Town in creating this plan. The plan describes the five-year strategies and action steps, identifies key trends, and challenges, and synthesizes findings of the Town's recent planning efforts. In addition, the plan provides an overview of ongoing town initiatives and identifies additional strategies to consider for implementation in the future or as opportunities arise.

Overarching Principles

The overarching principles set a visionary context and serve to clarify the plan's intention.

1. Honor Eastham's history and protect its small-town identity.
2. Live in harmony with the natural environment and local culture.
3. Enhance community vibrancy and viability for people of all ages.

Goals

The goals of this plan focus on **environmental protection** and enhancing **community character** and consist of the following:

1. Preserve and protect coastal, estuary, pond, and other natural resources.
2. Encourage and welcome a diversity of residents.
3. Improve travel experience for all users.
4. Foster and enhance community spirit.
5. Increase diversity of housing options.
6. Provide and enhance access to public recreational resources for all people.

Metrics to measure goal achievements are outlined in the appendices.

Strategies

The objective substance of this plan lies in the following strategies. These strategies help to achieve the goals of the plan and reflect community priorities for the Town to focus on implementing between FY20-24. The strategies are grouped into four (4) categories that form "strategy packages" designed to achieve the goals of this plan in a comprehensive manner.

1. STRATEGIES TO SUPPORT A CLEAN ENVIRONMENT AND RESILIENT COMMUNITY

- a. Define and implement wastewater solutions to protect critical water bodies.
- b. Increase and protect the wildlife habitat value of existing open space through education, partnerships, a hands-on volunteer network, and financial investment in ecological management.
- c. Protect key parcels for conservation to protect municipal water supply and to enhance community resilience.
- d. Reduce municipal use of non-renewable energy sources and increase energy-conservation measures, such as fuel-efficient municipal vehicles.

2. STRATEGIES TO SUPPORT INTENTIONAL AND WELL-DESIGNED DEVELOPMENT

- a. Make suitable land available for affordable housing.
- b. Redevelop and improve existing buildings to maximize housing potential.
- c. Seek more opportunities to partner with private developers on privately owned sites to create affordable housing.
- d. Adopt Inclusionary Zoning provisions so that private market-rate development will include affordable units.
- e. Adopt architectural design guidelines for new development, particularly along the Route 6 corridor and North Eastham Village Center, to ensure resiliency by design and architecturally compatible design.

3. STRATEGIES TO IMPROVE QUALITY OF LIFE FOR A DIVERSITY OF RESIDENTS AND TO STRENGTHEN THE COMMUNITY

- a. Create a new community center for all ages through new construction or reuse of existing facilities.
- b. Implement free or subsidized pre-K education.
- c. Expand recreational afterschool and other community-wide programs.
- d. Promote public awareness of the Accessory Dwelling Unit (ADU) zoning bylaw to increase the number of accessory dwellings and provide flexible living options as the needs of property owners and residents evolve over time.
- e. Host regular and widely advertised community events for a range of participants.

4. STRATEGIES TO IMPROVE SAFETY FOR ALL MODES OF TRANSPORTATION

- a. Redesign Route 6 to improve safety and reduce speeds by implementing the recommendations of the Route 6 Corridor Study.
- b. Create connectivity between businesses on Route 6 to minimize vehicular activity between adjacent businesses.
- c. Improve traffic safety town-wide by implementing Complete Streets initiatives in key locations, including requiring road construction to include multimodal infrastructure and traffic calming measures.

Plan Organization

| | |
|-------------------|--|
| Chapter 1: | Explains priority strategies and action steps for the next five years, including an action plan with identified responsible entities. The SPSC was created to oversee the development of this plan and to continue oversight and support of its implementation. |
| Chapter 2: | Describes the additional strategies identified through this planning effort; indicates when and how these strategies may be reconsidered or implemented in the future. |
| Chapter 3: | Lays out the methodologies and processes included in this plan and a brief profile of the community. |
| Chapter 4: | Provides a synthesized analysis of planning initiatives over the past ten years. |
| Chapter 5: | Identifies and recognizes ongoing work and the Town's commitment to the continuation of those efforts. |

CHAPTER 1: FIVE-YEAR PLAN

This chapter lays out in detail the strategies identified for five-year implementation focus as well as the responsible entities, actions, and resources necessary for achievement. Strategies are grouped into strategy packages designed to address a set of congruous goals. These strategy packages shape the organization of this chapter and include individual steps and an action plan that identifies time frames and responsible entities. These details will help guide the prioritization and implementation of this plan.

Five-Year Goals

The following goals are addressed by one or more of the five-year strategies laid out in this chapter and will be measured by the metrics outlined in the appendices.

1. PRESERVE AND PROTECT COASTAL, ESTUARY, POND, AND OTHER NATURAL RESOURCES.
2. ENCOURAGE AND WELCOME A DIVERSITY OF RESIDENTS.
3. IMPROVE TRAVEL EXPERIENCE FOR ALL USERS.
4. FOSTER AND ENHANCE COMMUNITY SPIRIT.
5. INCREASE DIVERSITY OF HOUSING OPTIONS.
6. PROVIDE AND ENHANCE ACCESS TO PUBLIC RECREATIONAL RESOURCES FOR ALL PEOPLE.



1. Strategies to support a clean environment and resilient community

Preserving and protecting coastal, estuary, pond, and other natural resources emerged as a top goal through the strategic planning process. Residents highly value the community's natural areas, which provide wildlife habitat, coastal resources, scenic views, and peaceful beauty as well as resiliency in the face of sea level rise. These irreplaceable resources are critical components of Eastham's character.

The following four strategies (1.a-d) work together to support this plan's top goal to protect the environment and are intended for implementation between FY21-24.

These strategies together address the following goal:

1. *Preserve and protect coastal, estuary, pond, and other natural resources.*

Strategy a. Define and implement wastewater solutions to protect critical water bodies.

Wastewater treatment in Eastham relies on private, on-site septic systems. Risk to maintaining healthy natural resources is increased with the Town's reliance on septic systems. Private, on-site septic systems impact the quality of local drinking water and surface water bodies. Eighty-five percent of the wastewater flow into Cape Cod's embankments comes from on-site septic systems and even the newest Title-5 compliant on-site systems release nitrogen, which causes deterioration of groundwater, lakes, ponds, bays, and coastal water quality.

Maintaining the water quality of our freshwater ponds is also a vitally important part of wastewater management. Cape Cod ponds are part of the regional groundwater system and are linked to drinking water supplies and coastal estuaries. Pond water quality is impacted by various land use development activities, including wastewater, stormwater, and fertilizer use.

Eastham has been working with the Cape Cod Commission as it updates the Cape Cod Area Wide Water Quality Management Plan (Section 208 Plan). The town is designated as a Waste Management Agency, which is responsible for developing and implementing a plan to address nitrogen in its groundwater. The Town is actively exploring a variety of possible wastewater solutions including installation of Permeable Reactive Barriers (PRB)¹ at strategic locations, shellfish/aquaculture, enhanced innovative/ alternative systems, and source-reducing toilets.

ACTION STEPS

| # | Description | Timeframe | Responsible Entity | Supporting Entity |
|----|---|-----------|---|---|
| 1 | Continue/follow through with the ongoing PRB project (Phase I): initial implementation and permitting (pilot, ID core sewer area, flow neutral policy). | Year 1 | Project consultants; Dept. of Health & Env. | Town Admin; Capital Planning Committee |
| 2 | Continue implementation of Targeted Watershed Management Plan for Nauset Estuary. | Year 1 | Dept. of Health & Env. | Town Admin |
| 3 | Continue Schoolhouse/Ministers Pond remediation and restoration. | Year 1 | Dept. of Health & Env. | Water Management Committee |
| 4 | Continue efforts to design/install on-site wastewater treatment facility at Salt Pond Visitor Center. | Year 1 | Dept. of Health & Env. | Cape Cod National Seashore; Board of Health |
| 5 | Continue aquaculture pilot project for Salt Pond. | Year 1-2 | Dept. of Health & Env. | Town Admin; Cape Cod National Seashore |
| 6 | Continue efforts for Salt Pond drainage improvements. | Year 1-2 | Dept. of Health & Env. | Town Admin; DPW; MassDOT |
| 7 | Continue innovative/alternative septic systems pilot program for Town Cove. | Year 1-5 | Dept. of Health & Env. | Town Admin; Board of Health |
| 8 | Continue/follow through with the ongoing PRB project (Phase II): initial capital infrastructure (site eval, monitoring, design and construction of core sewer service area, shellfish permitting and propagation, design and install secondary PRB, wastewater treatment facility). | Year 1-5 | Project Consultants; Dept. of Health & Env. | Town Admin; Capital Planning Committee |
| 9 | Pursue additional funding sources and assistance, e.g., MassDevelopment and MassWorks. | Year 1-5 | Project Consultants; Dept. of Health & Env. | Town Admin; Capital Planning Committee |
| 10 | Implement public education program. | Year 1-5 | Board of Health | Town staff |

¹PRBs are permanent or semi-permanent on-site water treatment mechanisms that remediate contaminants in groundwater using reactive materials, combining a passive chemical or biological treatment zone with subsurface fluid flow management (EPA).

Strategy b. Increase and protect the wildlife habitat value of existing open space through education, partnerships, a hands-on volunteer network, and financial investment in ecological management.

As described in the 2018 Eastham Community Preservation Plan, Cape Cod is home to many specialized habitats and natural communities that support rare or threatened plant and animal species not found elsewhere in the Commonwealth. Further development and degradation of habitat quality from invasive species threatens the health and survival of these species in Eastham. These include Oriental Bittersweet, Japanese Knotweed, and Phragmites, which out-compete native plants for survival. The Climate Prediction Center recognizes the need to preserve natural habitats and open space resources by managing the impact of invasive species to protect sensitive flora and fauna and vital ecosystems.

Best practices for ecological management consist of invasive species control, carefully planned restoration, and grassland/shrubland maintenance. These efforts should be guided by and based on inventories to identify the conservation assets at each open space property and thoughtful planning to determine actions needed to maintain or enhance those assets.

ACTION STEPS

| # | Description | Timeframe | Responsible Entity | Supporting Entity |
|---|---|-----------|----------------------------------|--|
| 1 | Develop educational outreach strategies, determine education already underway. | Year 1-2 | Open Space Committee | Natural Resources Dept.; Conservation Commission |
| 2 | Strategize establishment of volunteer network, review possible partners/other municipal volunteer networks, research possible projects for volunteer network and develop schedule, identify responsible parties, etc. | Year 1-2 | Open Space Committee | Natural Resources Dept.; Conservation Commission |
| 3 | Review current land management practices and available resources, inventory habitat protection and ecological management needs and funding sources. Visit properties, map/locate invasive species, and rare/important habitats. Prioritize parcels for ecological management. | Year 2-3 | Open Space Committee | Natural Resources Dept.; Conservation Commission |
| 4 | Develop grant funding request, and/or Town Meeting proposal for ecological management plans, development for key parcels, and funding to manage key properties. | Year 3 | Open Space Committee; Town staff | Natural Resources Dept.; Conservation Commission |
| 5 | Solicit Requests for Proposals (RFPs) to develop ecological management plans, contract with consultant/firm, begin plan development. | Year 4 | Town staff | Natural Resources Dept.; Conservation Commission; Open Space Committee |
| 6 | Finalize plan, review project implementation cost estimates, prepare/discuss funding request for Town Meeting. | Year 5 | Town staff | Natural Resources Dept.; Conservation Commission; Open Space Committee |

Strategy c. Protect key parcels for conservation to protect municipal water supply and to enhance community resilience.

Eastham has three public wells protected by the Groundwater Protection District and by either the Wellhead Protection District, the Water Resource Protection District, or the Cape Cod National Seashore. Two wells are located on Town-owned property and under the control of the Select Board (SB). One well is located on land owned by the regional school district. As described in the 2018 Eastham Community Preservation Plan, 72 of the 1,350 parcels located within the Groundwater Protection District (Zone 2) are owned by the Town, the Eastham Conservation Foundation, or the federal government. The remaining parcels are privately owned.

Land protection efforts reinforce the effectiveness of wellhead protection areas and further protect the quality of public drinking water. Any remaining privately owned properties within contributing areas could be considered for open space protection efforts.

In addition, as a coastal community, Eastham is susceptible to the effects of climate change, including sea level rise. Resilience—the community’s ability to bounce back after hazardous events—involves careful open space protection planning to balance protection of sensitive natural environments with impacts of human and economic activity. Sensitive environments include ecotones, or the transitional area between two plant communities.

An updated inventory and prioritization of key parcels to support community resiliency should be incorporated into a Hazard Mitigation Plan, followed by protection of key properties.

ACTION STEPS

| # | Description | Timeframe | Responsible Entity | Supporting Entity |
|---|--|-----------|--|--|
| 1 | Locate key parcels for protection within water district, coastal areas, and low-lying areas. Prioritize parcels for purchase based on specific criteria. | Year 1 | Open Space Committee | Natural Resources Dept.; Conservation Commission |
| 2 | Develop funding strategy for purchase; locate potential grants and develop town funding possibilities. | Year 2-5 | Open Space Committee; Natural Resources Dept. | Natural Resources Dept.; Conservation Commission |
| 3 | Develop Town Meeting funding request for general land purchase fund; present to boards and committees as applicable. | Year 3-5 | Open Space Committee; Natural Resources Dept. | Natural Resources Dept.; Conservation Commission |
| 4 | Update Hazard Mitigation Plan and implement action items. | Year 1-5 | Planning Dept., Building, Health; Natural Resources Dept.; Police Dept. (PD); Fire Dept. (FD); Dept. of Public Works (DPW) | |

Strategy d. Reduce municipal use of non-renewable energy sources and increase energy conservation measures, such as fuel-efficient municipal vehicles.

As described in the 2010 Eastham Comprehensive Plan, the Town has taken several steps to conserve energy and to use it efficiently, including energy efficient improvements to public buildings, solar panels at the Elementary School and the Department of Public Works barn, and a solar array at the Town's landfill. The Town no longer has an energy committee (formerly known as the Alternative Green Energy Committee).

ACTION STEPS

| # | Description | Timeframe | Responsible Entity | Supporting Entity |
|---|---|-----------|--------------------------------------|---|
| 1 | Review current municipal use of non-renewable energy. (vehicles, gas consumption, utilities, motorized equipment/tools) and report findings to the Select Board. Locate existing board to develop policy, or create new one if one does not exist. | Year 1-2 | DPW | SB; Natural Resources Dept.; All Depts. Supply information as needed. |
| 2 | Develop town policy/plan for reducing energy consumption and implementing green initiatives. (i.e., purchase electric vehicles when possible, purchase electric tools and equipment, turn off office equipment, anti-idling). | Year 2-3 | Planning Dept.; DPW; Green Committee | SB (Policy review and approval) |
| 3 | Develop/locate possible grant funding to purchase electric charging stations, and other grants to support purchase of energy-saving equipment. Review buildings or locations for additional solar panels. Enact town policies or plans as applicable. | Year 1-5 | DPW | SB |

2. Strategies to support intentional and well-designed development



To reinforce Eastham's built character as a quaint seaside community, it is critical to support development that is appropriately located, scaled, and designed. It is also important to improve the conditions of properties that are deteriorating. In addition to the quality and character of development, providing financially attainable housing is an important component of these strategies. The strategies work together from different angles to help address these concerns. They use a combination of tools including development on town-owned land, new programs, allocation of town funds, adopting new zoning regulations, and incorporating planning and architectural design guidelines into the Town's regulatory review process.

These strategies (2.a-e) together address the following goals:

2. *Encourage and welcome a diversity of residents.*
5. *Increase diversity of housing options.*

Strategy a. Make suitable land available for affordable housing.

As recommended in 2016 Housing Production Plan (HPP), the Eastham Affordable Housing Trust will identify property for the development of affordable housing, working collaboratively with other boards and committees to determine the sites best suited to this use.

ACTION STEPS

| # | Description | Timeframe | Responsible Entity | Supporting Entity |
|---|---|-----------|--|---|
| 1 | Review existing available affordable housing, establish affordable housing needs, and ID goal quantity or percentage. Determine land, locations and/or neighborhoods that will not be pursued (update HPP). | Year 1 | Affordable Housing Trust; Planning Dept.; Open Space Committee; Natural Resources Dept.. | Planning and Zoning Boards; Natural Resources Dept. |
| 2 | ID priority/available parcels, developed properties, future developments, and neighborhoods. Create prioritized list and develop associated cost estimates for purchase/rehabilitation; ID funding sources for future development Research District Improvement Financing Program (DIF) ² best practices and case studies; determine most suitable geographic area and finalize action plan. | Year 1-2 | Town Admin; Finance Dept.; SB; Town Planner | Finance Committee (FinCom); Chamber of Commerce |
| 3 | ID priority/available parcels, developed properties, future developments, and neighborhoods. Create prioritized list and develop associated cost estimates for purchase/rehabilitation; ID funding sources for future development. | Year 1-3 | Affordable Housing Trust; Planning Dept. | Planning and Zoning Boards; Open Space Committee; Natural Resources Dept. |
| 4 | Create DIF: acquire land. | Year 2-3 | Town Admin; Finance Dept.; SB; Town Planner | Finance Committee (FinCom); Chamber of Commerce |
| 5 | Create DIF: construct improvements (e.g., buildings, roads, schools, parks). | Year 2-3 | Town Admin; DPW; Finance Dept.; SB; Town Planner | Finance Committee (FinCom); Chamber of Commerce |
| 6 | Pursue funding request for targeted parcel(s)/properties. | Year 4-5 | Affordable Housing Trust; Open Space Committee; Natural Resources Dept. | Planning Dept.; Select Board (SB); Community Preservation Committee (CPC) |
| 7 | Facilitate necessary re-designation of property via the Select Board/Town Meeting. | Year 4-5 | Affordable Housing Trust | Planning Dept.; SB; CPC |
| 8 | Create DIF: incur indebtedness. | Year 4-5 | Town Admin; Finance Dept.; SB; Town Planner | Finance Committee (FinCom); Chamber of Commerce |
| 9 | Create DIF: Pledge tax increments and other project revenues for repayment of debts. | Year 4-5 | Town Admin; Finance Dept.; SB; Town Planner | Finance Committee (FinCom); Chamber of Commerce |

²DIF's allow a community to establish funding sources for community development through a symbiotic cycle of anticipated private development and public investment. This tool enables the community to identify and capture incremental tax revenues from anticipated private investment in a specific area for the purpose of generating funds for public investment in economic development projects. DIF's do not create new or special tax assessments or increase the municipal tax rate but are rather linked to and derived from anticipated natural tax increases through market changes (MassDevelopment).

Strategy b. Redevelop and improve existing buildings to maximize housing potential.

To effectively implement this strategy, the Town could utilize three methods: 1) Establish an historic preservation grant for low-/moderate-income households; 2) Fund adaptive reuse of existing buildings to convert to affordable/community housing; 3) Adopt motel conversion provisions in the Zoning Bylaw.

1) Historic Preservation Grant

Identified as an historic preservation goal in the 2018 Eastham Community Preservation Plan (CP Plan), Community Preservation Act (CPA) or other local funding could help improve the physical condition of existing older buildings.

Some households in need of preservation and rehabilitation in Eastham are privately owned by low- and moderate-income households. CPA funds could support a new program to provide historic preservation grants to low- and moderate-income households for exterior historic preservation projects that comply with Secretary of the Interior's Standards. Grants could be structured as deferred forgivable loans, with the loan forgiven if the homeowner continues to live in the property year-round as their principal residence for at least five years.

2) Adaptive Reuse Projects

In addition, CPA and Affordable Housing Trust funds could be used to support adaptive reuse of existing buildings to create affordable and/or community housing (also as supported by the 2018 CP Plan). Opportunities to repurpose existing buildings could also be combined with historic preservation efforts, where appropriate.

CPA funds, allocated to the Affordable Housing Trust, are also used to support the Town's Housing Emergency Loan Program (HELP Program), which allows income-qualifying homeowners to make necessary repairs to protect their homes from injury, harm, or destruction. The HELP program prevents these homeowners from forced relocation if they do not have necessary funds readily available. The funds are granted in the form of a zero-percent interest loan that is forgiven after 15 years.

To support this initiative, the Town should create and maintain an ongoing inventory of older properties in poor condition and develop a plan for rehabilitation/restoration of priority properties.

3) Motel Conversion Zoning Provisions

Eastham has a number of properties that might benefit from this type of rezoning, including older motels and small cottage colonies. Adoption of such provisions would enable the Town to proactively provide support for this type of redevelopment activity, instead of reacting to proposals that likely do not integrate affordability and other public benefits that meet local needs and priorities.

As described in the 2016 HPP, Eastham's Zoning Bylaw does not include provisions to allow the conversion of motels into mixed-income housing—a provision which could provide a number of important community benefits. First, such a bylaw could encourage the redevelopment of older and uneconomic motels into more stable, attractive, and profitable properties. Second, it would provide the economic boost needed to upgrade septic systems. Third, it would enable the Town to create permanent, year-round housing for those who are priced out of the private housing market. Many housing developments often provide affordable housing for various levels of income to cross-subsidize with market-rate units.

ACTION STEPS

| # | Description | Timeframe | Responsible Entity | Supporting Entity |
|---|---|-----------|---|---|
| 1 | ID key properties to create historic preservation/affordable housing preservation program. | Year 1-2 | Town Planner; Housing Trust; CPC; Historic Commission | Committees |
| 2 | Develop outreach program to potential applicants/owners to create historic preservation/affordable housing preservation program | Year 1-2 | Town Planner; Housing Trust; CPC; Historic Commission | Committees |
| 3 | Create application, vetting process and guidelines to create historic preservation/affordable housing preservation program | Year 1-2 | Town Planner; Housing Trust; CPC; Historic Commission | Committees |
| 4 | Seek assistance from MassDevelopment and MassWorks (financial/technical) | Year 1-5 | Town Planner; Housing Trust; CPC; Historic Commission | Committees |
| 5 | Research best practices, determine area, finalize action plan, and create District Improvement Financing Program (DIF): see Action Steps 3,4,5,8, and 9 of Strategy 2.a (page 8). | Year 1-5 | Town Admin; DPW; Finance Dept.; SB; Town Planner | Finance Committee (FinCom); Chamber of Commerce |

Strategy c. Seek more opportunities to partner with private developers on privately owned sites to create affordable housing.

As described in the 2016 HPP, a major component of the Town's affordable housing strategy is continuing to work cooperatively with private developers (non-profit and for-profit). The Town has a strong track record working with developers on affordable housing, particularly non-profit developers such as the Eastham Housing Authority, Community Development Partnership, and Habitat for Humanity of Cape Cod. With incentives created in the Zoning Bylaw to promote affordable housing and with the availability of the "friendly 40B" option, the Town is in a good position to continue to work cooperatively with developers to guide new development that incorporates affordable units and smart growth principles.

ACTION STEPS

| # | Description | Timeframe | Responsible Entity | Supporting Entity |
|---|---|-----------|---|---|
| 1 | Research Business Improvement District (BID) ³ best practices and case studies; determine most suitable geographic area and finalize action plan. | Year 1-2 | Town Admin; DPW; Finance Dept.; Planning Dept | Planning Board; FinCom; Chamber of Commerce |
| 2 | Research best practices, determine area, finalize action plan, and create District Improvement Financing Program (DIF): see Action Steps 3,4,5,8, and 9 of Strategy 2.a (page 8). | Year 1-5 | Town Admin; DPW; Finance Dept.; SB; Planning Dept | Finance Committee (FinCom); Chamber of Commerce |
| 3 | Develop strategies to educate private developers on the need for affordable housing and the overall benefit to the community and logistics. Develop listing of developers to contact. | Year 3 | Affordable Housing Trust | Planning Dept.; Chamber of Commerce |
| 4 | Develop framework/procedures and strategies for working with private developers, draft Memorandum of Understanding (MOU); seek legal counsel for outstanding issues and barriers to partnerships. | Year 3 | Affordable Housing Trust | Planning Dept.; Chamber of Commerce |

³BID's help to leverage private funding to catalyze urban regeneration. Property and business owners in a specified commercial area elect to make a collective contribution to maintenance, development and/or promotion of their district. This creates a reliable funding source for services, programs, and other benefits such as public safety and marketing, among others, that can encourage economic activity, increased property values, and lower vacancy rates (World Bank Urban Regeneration).

| # | Description | Timeframe | Responsible Entity | Supporting Entity |
|----|--|-----------|--|---|
| 5 | Implement education and partnering strategies, i.e., host informational forums, workshops, or begin meetings with developers to determine their barriers to creating affordable housing. | Year 3-4 | Affordable Housing Trust | Planning Dept.; Chamber of Commerce |
| 6 | Seek assistance from MassDevelopment and MassWorks (financial/technical) and other funding opportunities | Year 3-4 | Affordable Housing Trust | Planning Dept.; CPC; Town Admin; SB |
| 7 | Create BID: Maintenance - street and sidewalk cleaning, snow removal, litter and graffiti removal, tourist guides. | Year 3-5 | Town Admin; DPW; Finance Dept.; Town Planner | Planning Board; FinCom; Chamber of Commerce |
| 8 | Create BID: Promotion and Marketing - ID market niche, special events, brochures, advertising, and newsletters; consider creating a committee. | Year 3-5 | Town staff | Town Planner; Chamber of Commerce; Visitor Service Board; Committee |
| 9 | Create BID: Business Services - recruitment and retention, sign, and facade programs. | Year 3-5 | Town Staff; Planning Dept. | FinCom; Chamber of Commerce |
| 10 | Create BID: Capital/Physical Improvements - streetscapes, parking, historic preservation. | Year 3-5 | Town Admin; Town Planner; DPW; Finance Dept. | Historic Commiss.; Planning Board; Rec Dept.; Mass DOT; Highway Dept. |
| 11 | Submit an RFP and/or contact private companies interested in construction of units. | Year 5 | Town staff | Housing investors; surrounding towns |

Strategy d. Adopt Inclusionary Zoning provisions so that private market-rate development will include affordable units.

As explained in the 2016 HPP, Inclusionary Zoning is not currently included in Eastham's Zoning Bylaw. Inclusionary Zoning is a provision that requires a developer to include affordable housing as part of a development or potentially contribute to a fund for such housing. This mechanism has been adopted by multiple communities and tends to work well in communities that have a strong housing market. It will be important to ensure that all affordable units produced through the bylaw are counted as part of the Subsidized Housing Inventory (SHI), applied through the Local Initiative Program (LIP), administered by the Department of Housing and Community Development (DHCD), if another state or federal housing subsidy is not used.

ACTION STEPS

| # | Description | Timeframe | Responsible Entity | Supporting Entity |
|---|---|-----------|---|-------------------|
| 1 | Research model bylaws/draft proposed bylaw. | Year 1-2 | Town Planner; Planning Board; Building Commissioner | Planning Board |
| 2 | Workshop and public hearing with Planning Board. | Year 1-2 | Town Planner; Planning Board; Building Commissioner | SB |
| 3 | Vet proposal with local developers for feasibility. | Year 1-2 | Town Planner; Planning Board; Building Commissioner | SB |
| 4 | Town Meeting approval. | Year 3 | Town Planner; Planning Board; Building Commissioner | Planning Board |

Strategy e. Adopt architectural design guidelines for new development, particularly along the Route 6 corridor and North Eastham Village Center, to ensure resiliency by design and architecturally compatible design.

The North Eastham District of Critical Planning Concern (DCPC) consists of approximately 280 acres in North Eastham. The district currently includes references to Cape Cod Commission design guidelines, but further architectural design guidelines intended for the area are pending.

In addition, the Cape Cod Commission received a Community Resiliency by Design Grant to develop moderate-density building prototypes and a framework for form-based zoning code that focuses on the physical form of the buildings rather than land use. This work is being done to help meet the region's existing and future housing needs. As part of this initiative, the Cape Cod Commission is working with the Towns of Eastham, Orleans, and Falmouth to develop case studies for recommended building forms. The resulting report and design principles can help the Town craft architectural design guidelines for the North Eastham DCPC to support town goals for the area.

ACTION STEPS

| # | Description | Timeframe | Responsible Entity | Supporting Entity |
|---|---|-----------|---|---|
| 1 | Research model bylaws and work with stakeholders on draft form-based code using resiliency as guide. | Year 1-2 | Town Planner; Building Commissioner | Planning Board |
| 2 | Host community workshop to discuss form-based code options/ideas. | Year 1-2 | Town Planner; Planning Board; Building Commissioner | |
| 3 | Propose form-based code regulations at Town Meeting. | Year 3 | Town Planner; Planning Board; Building Commissioner | |
| 4 | Research best practices, determine area, finalize action plan, and create Business Improvement District (BID): see Action Steps 1 and 7-10 of Strategy 2.c (pages 10 & 11). | 1-5 | Town Admin; DPW; Finance Dept.; Town Planner | Planning Board; FinCom; Chamber of Commerce |

3. Strategies to improve quality of life for a diversity of residents and strengthen the community



Throughout the strategic planning process, the community indicated a concern about and desire to improve residents' quality of life and adopt ways to further strengthen community spirit and cohesion, especially to attract and retain families and younger residents as well as to support the needs of an aging population.

These strategies (3.a-e) together address the following goals:

2. *Encourage and welcome a diversity of residents.*
4. *Foster and enhance community spirit.*
6. *Provide and enhance access to public recreational resources for all people.*

Strategy a. Create a new community center for all ages through new construction or reuse of existing facilities.

Community centers are valuable public locations for meetings, recreation, or social activities. Community centers can also run educational and recreation programs and provide information to the general public. Throughout the strategic planning process, community members expressed the desire for a community center, which could be created through new construction or reuse of existing facilities.

ACTION STEPS

| # | Description | Timeframe | Responsible Entity | Supporting Entity |
|---|--|-----------|--|---|
| 1 | Assess existing resources/programs and needs/gaps. | Year 1 | Town staff | Council on Aging (COA); schools; Rec Dept |
| 2 | Create Community Center Advisory Committee - draft charge, review and approval by SB, review applications, appoint new members, develop timeline and goals. | Year 1 | SB; Staff liaison (Rec Dir., Library Dir., COA Dir.) | Rec Dept.; Library; COA; Administration; SB |
| 3 | Consider property options; seek info from other communities on best practices; cost out project; assess current condition of uses of public facilities; explore regional collaboration. | Year 1-2 | Town staff; SB | housing investors; surrounding towns |
| 4 | Request for Proposals (RFP) for feasibility study, award bid, contract with consultant, review/visit possible locations, discuss benefits/drawbacks of each, review draft report. | Year 2-3 | Town staff | Rec Dept.; Library; COA; Administration; SB |
| 5 | Review final feasibility study, choose location for community center, prepare Town Meeting/other funding request for design/permitting, construction/retrofit cost estimates; present to SB for review and placement on warrant. | Year 3-4 | Advisory Committee; Town staff | SB |
| 6 | Submit an RFP and/or contact private companies interested in construction/reconstruction of center; secure funding. | Year 4-5 | Town staff | housing investors; surrounding towns |

Strategy b. Implement free or subsidized pre-K education.

Children who attend public preschool programs are better prepared for kindergarten than kids who do not. The town has one elementary school (Eastham Elementary School) that begins in kindergarten, a regional middle school (Nauset Regional Middle School), and a regional high school (Nauset Regional High School). As the population of Eastham declines, the median age of residents has been steadily increasing. Age composition is an important indicator that housing availability, town services, or jobs may not be meeting the needs of younger individuals or families. Conclusions from the reports reviewed as part of the strategic planning process support the priority to attract a younger population for the overall well-being of the community. Among other strategies, offering free or subsidized public pre-K education could help to encourage existing families to stay and new families to move to Eastham.

ACTION STEPS

| # | Description | Timeframe | Responsible Entity | Supporting Entity |
|---|--|-----------|---------------------------------------|---|
| 1 | Research case studies, best practices, and funding sources and develop implementation plan; consider regional collaboration. | Year 1-2 | Town staff; Cape Cod Children's Place | volunteers; committees; surrounding towns/schools |
| 2 | Secure funding and Town Meeting vote. | Year 2-3 | Town staff | volunteers; committees; surrounding towns/schools; SB |
| 3 | Implement project | Year 3-5 | Town staff; Cape Cod Children's Place | volunteers; committees; surrounding towns/schools |

Strategy c. Expand recreational afterschool and other community-wide programs.

Another way to help encourage existing families to stay and new families to move to Eastham is to provide recreational afterschool and other community-wide programs. The Eastham Recreation and Beach Department already provides year-round programs and activities, including a variety of sports, drama, hiking, crafts, exercise opportunities, and guided bike rides.

In addition to providing a new recreational after-school program, the Town should evaluate existing programs and identify programs that could be expanded or added to further support families with children. Programs could be housed in a new community center as well as at the schools.

ACTION STEPS

| # | Description | Timeframe | Responsible Entity | Supporting Entity |
|---|--|-----------|-----------------------|-------------------------------|
| 1 | Assess existing programs and gaps/needs. | Year 1 | Town staff | COA; schools; Rec Dept. |
| 2 | Create committee/working group. | Year 1 | Town staff; SB | community partners; residents |
| 3 | Determine program expansions and new programs in conjunction with new community center, schools, and COA; research funding, best practices; consider regional collaboration; create implementation plan. | Year 2-3 | Town staff; Committee | COA; schools; Rec Dept. |
| 4 | Implement expansions and new programs; hire new staff as needed (consider regional collaboration); continue to research and secure funding sources. | Year 3-5 | Town staff; Committee | COA; schools; Rec Dept. |

Strategy d. Promote public awareness of the Accessory Dwelling Unit (ADU) Zoning Bylaw to increase the number of accessory dwellings and to provide flexible living options as the needs of property owners and residents evolve over time.

The 2019, Eastham Town Meeting approved a zoning amendment aimed at increasing the supply of accessory dwelling units (ADUs) to help diversify housing options beyond single-family dwellings and to catalyze the creation of more affordable rental options. ADUs are small dwelling units that share a single-family lot with a larger primary dwelling.

ADUs can expand housing options for people of all ages, including the provision of independent living space for family members or caregivers; viable options for older adults to downsize on their own property; income sources for homeowners; and the diversification of housing stock without changing the physical character of a neighborhood.

Despite these potential benefits, when a community chooses to allow ADUs, property owners are commonly unaware of this option or need assistance on how to use the provision. Providing information to property owners can be an important step to ensure that the bylaw provisions are utilized as intended.

ACTION STEPS

| # | Description | Timeframe | Responsible Entity | Supporting Entity |
|---|--|-----------|--|--|
| 1 | Determine target number or percentage of ADUs; research capacity (e.g., sewer/wastewater); determine target population/sites; research case studies; determine if any changes need to be made to zoning to encourage use/implementation. | Year 1-2 | Town staff | Local housing agencies (e.g., Affordable Housing Trust; Harwich Ecumenical Council for Housing (HECH); Eastham Community Development Partnership (CDP); CPC) |
| 2 | Research best practices, determine area, finalize action plan, and create District Improvement Financing Program (DIF): see Action Steps 3,4,5,8, and 9 of Strategy 2.a (page 8). | Year 1-5 | Town Admin; DPW; Finance Dept.; SB; Town Planner | Finance Committee (FinCom); Chamber of Commerce |
| 3 | Develop outreach/marketing strategy; initiate zoning changes as needed. | Year 2-3 | Town staff | Local housing agencies (e.g., Affordable Housing Trust; HECH; CDP; CPC); SB; Planning and Zoning Boards |
| 4 | Consider town initiated ADU project on public property as "example." | Year 3-5 | Town staff | Local housing agencies (e.g., Affordable Housing Trust; HECH; CDP; CPC); SB; Planning and Zoning Boards |

Strategy e. Host regular and widely advertised community events for a range of participants.

The community has a variety of events such as the Hands on the Arts festival in June - run by the Town's Cultural Council - which includes a craft show, entertainment, children's activities, and food vendors. The First Encounter (non-profit organization) hosts live acoustic music and poetry regularly throughout the year at the First Encounter Coffeehouse.

Other types of events that the Town could sponsor or collaboratively support with a non-profit sponsor include a farmer's market, holiday events, and outdoor public fitness classes. These types of events can help to foster community spirit and conviviality, cultivate pride of place, and welcome new community members.

In addition, as the 400th anniversary of the First Encounter Coffeehouse approaches in 2020, the Town is planning many events and celebratory occasions to mark this anniversary under the leadership of the Eastham 400 Commemoration Committee. Although these events will be focused around this special anniversary, momentum could be leveraged to pursue ongoing events and festivals.

ACTION STEPS

| # | Description | Timeframe | Responsible Entity | Supporting Entity |
|---|--|-----------|--|--|
| 1 | Develop implementation methods and determine responsible entity(ies); consider hiring staff person. | Year 1 | SB; Town staff | Library; COA; Rec Dept.; Chamber of Commerce; Visitor Service Board |
| 2 | Research best practices, determine area, finalize action plan, and create Business Improvement District (BID): see Action Steps 1 and 7-10 of Strategy 2.c (pages 10 & 11). | Year 1-5 | Town Admin; DPW; Finance Dept.; Town Planner | Planning Board; FinCom; Chamber of Commerce |
| 3 | Determine underserved communities; create multigenerational programs to address needs of all ages in the community; collaborate with afterschool programming and new community center initiatives. | Year 2-3 | Town staff; TBD | COA; schools; Rec Dept.; Planning Board; other community orgs. |
| 4 | Determine and plan successful events to meet needs and encourage community interaction, support local business and cultural opportunities; research case studies, best practices, and funding sources. | Year 3-4 | Town staff; TBD | Library; COA; Rec Dept.; Chamber of Commerce; Visitor Service Board; community partners (regional) |
| 5 | Create outreach plan. | Year 3-4 | Town staff; TBD | Library; COA; Rec Dept.; Chamber of Commerce; Visitor Service Board; community partners (regional) |
| 6 | Implement events and outreach plan, as possible/strategic. | Year 4-5 | Town staff; TBD | Library; COA; Rec Dept.; Chamber of Commerce; Visitor Service Board; community partners (regional) |
| 7 | Measure success of programs via entitlement programs and event/program attendance. | Year 4-5 | Town staff; COA; community partners (regional) | Planning Board, Library; COA; Rec Dept.; Chamber of Commerce; Visitor Service Board; community partners (regional) |



4. Strategies to improve safety for all modes of transportation

A safe and efficient transportation network that meets the needs of all users is an essential component for quality of life and town vibrancy. Along with land use, transportation creates the framework for how we live, work, and interact with the community. Mobility and accessibility are key components of transportation systems, which comprise the ability and ease with which someone can travel from one place to another as well as the risk and safety factors involved in each trip. As the only major thruway on the Cape, route 6's design, safety, and function (owned and maintained by MassDOT) are an ongoing challenge not only for Eastham but for the entire region. These challenges include traffic congestion, safety concerns associated with high speeds, and lack of adequate infrastructure for pedestrians and cyclists. In addition to Route 6, Eastham's local roadways are subject to similar challenges and concerns about safety and inadequate infrastructure for alternative transportation. The following studies and plans have recently been completed or are currently ongoing:

- The Cape Cod Commission Route 6 study (ongoing), funded by MassDOT.
- A collaborative road safety audit of the Route 6/Nauset Road/Wampum Lane intersection. MassDOT is currently working to implement a pedestrian crosswalk at this intersection as a result of this study.
- The Eastham District of Critical Planning Concern, which is designed to foster a pedestrian-focused core commercial center (2018).
- The Eastham Complete Streets Prioritization Plan (ongoing), which guides the use of local and MassDOT funds for multimodal transportation improvements.
- The Cape Cod Commission Regional Transportation Plan (2019)

These strategies (4.a-c) together address the following goal:

3. Improve travel experience for all users.

Strategy a. Redesign Route 6 to improve safety and reduce speeds by implementing the recommendations of the Route 6 Corridor Study.

The Cape Cod Commission, in coordination with MassDOT and Eastham Town staff, is currently conducting a Route 6 corridor study. The objective of the study is to develop alternatives that will provide safe and convenient access for all users of the roadway system. This project area includes the Eastham corridor from Old Orchard to the Wellfleet town line. The Town should continue to work closely with the Cape Cod Commission and MassDOT to assess and prioritize the most essential needs for this corridor, and should support implementation however possible over the next five years.

ACTION STEPS

| # | Description | Timeframe | Responsible Entity | Supporting Entity |
|---|---|-----------|--|---|
| 1 | Designate people (Town staff and state) to coordinate objectives, responsibility, and collaboration. | Year 1 | DPW; Town staff | |
| 2 | Research collaboration case studies, best practices, funding opportunities, etc. | Year 1 | DPW; Planning Dept | |
| 3 | Determine top priorities from study and create work plan with MassDOT. | Year 1-3 | DPW; Planning Dept | Planning and Zoning Boards; SB |
| 4 | Research best practices, determine area, finalize action plan, and create District Improvement Financing Program (DIF): see Action Steps 3,4,5,8, and 9 of Strategy 2.a (page 8). | Year 1-5 | Town Admin; DPW; Finance Dept.; SB; Town Planner | Finance Committee (FinCom); Chamber of Commerce |
| 5 | Research best practices, determine area, finalize action plan, and create Business Improvement District (BID): see Action Steps 1 and 7-10 of Strategy 2.c (pages 10 & 11). | Year 1-5 | Town Admin; DPW; Finance Dept.; Town Planner | Planning Board; FinCom; Chamber of Commerce |

| # | Description | Timeframe | Responsible Entity | Supporting Entity |
|---|---|-----------|----------------------------|----------------------------------|
| 6 | Seek assistance from MassDevelopment and MassWorks (financial/technical). | Year 1-5 | DPW; designated Town staff | |
| 7 | Think regionally about risks associated with flooding at the rotary on the Eastham-Orleans line: evaluate and address access and safety concerns. | Year 2-5 | DPW; designated Town staff | surrounding communities; MassDOT |
| 8 | Support implementation. | Year 3-5 | DPW; designated Town staff | Planning and Zoning Boards; SB |

Strategy b. Create connectivity between businesses on Route 6 to minimize vehicular activity between adjacent businesses.

Isolated access points, excessive curb cuts between businesses, and on-road traffic can all significantly impact traffic congestion and travel experience and pose safety risks to vehicles and pedestrians. To reduce the effects of vehicles entering and exiting along Route 6, Eastham should consider opportunities for shared gateways between two or more businesses, frontage roads or additional turning lanes, where possible. These efforts should be focused in strategic areas such as the District of Critical Planning Concern (DCPC) and should be integrated with multimodal and traffic calming improvements, such as bump-outs, visibility paint, crossing signals and crosswalks, among others. The Town will need to work closely with MassDOT and the Cape Cod Commission to develop the most appropriate strategies. Improvements may be achieved in a piecemeal way or through designated reconstruction projects.

ACTION STEPS

| # | Description | Timeframe | Responsible Entity | Supporting Entity |
|---|---|-----------|---|---|
| 1 | Prioritize business-concentrated areas of Route 6 for transportation improvements. Assess, incorporate, and prioritize Complete Streets priorities and mechanisms in development and transportation improvement projects to ensure connectivity and safety. | 1-2 | Town staff; Planning Dept.; Highway Dept.; DPW; Chamber of Commerce | MassDOT |
| 2 | Research best practices, determine area, finalize action plan, and create District Improvement Financing Program (DIF): see Action Steps 3,4,5,8, and 9 of Strategy 2.a (page 8). | Year 1-5 | Town Admin; DPW; Finance Dept.; SB; Town Planner | Finance Committee (FinCom); Chamber of Commerce |
| 3 | Seek assistance from MassDevelopment and MassWorks (financial/technical). | Year 1-5 | DPW; designated Town staff | |
| 4 | Research best practices, determine area, finalize action plan, and create Business Improvement District (BID): see Action Steps 1 and 7-10 of Strategy 2.c (pages 10 & 11). | Year 1-5 | Town Admin; DPW; Finance Dept.; Town Planner | Planning Board; FinCom; Chamber of Commerce |
| 5 | Revise zoning/design regulations to manage connectivity and curb cuts in specified areas such as the DCPC. | 2-3 | Planning Dept. | Highway Dept.; MassDOT |

Strategy c. Improve traffic safety town-wide by implementing Complete Streets initiatives in key locations, including requiring road construction to include multimodal infrastructure and traffic calming measures.

Eastham adopted its Complete Streets Policy in 2017. Complete Streets is a nationwide movement, created and promoted by Smart Growth America, to foster inclusive, efficient, and safe transportation networks for all people and all types of transportation. The program is designed to help communities restructure their transportation systems, primarily through Transportation Improvement Projects (TIPs), to improve accessibility, and to meet the needs of single-occupancy vehicles (SOVs), alternative/ active transportation, public transit, and safety and freight vehicles. Complete Streets is also designed to reduce traffic congestion and improve safety through traffic calming measures such as road curves, speed bumps, curb bumpouts, pedestrian crosswalks, and signage and visibility tools, among others.

Eastham's Complete Streets Prioritization Plan was approved by MassDOT in March 2019. The Plan will grant the Town access to additional funding from the state for implementation. The Town should assess and prioritize the findings and recommendations of the plan to develop a realistic five-year implementation plan. Many communities choose to establish a Complete Streets Committee to oversee and monitor Complete Streets goals and initiatives, which may help Eastham effectively achieve this strategy. The Town will also need to discern the most appropriate strategy for Complete Streets Implementation, including a piecemeal approach through predetermined TIP's (required by the Town's Complete Streets Policy), or to additionally pursue designated reconstruction projects for this specific purpose.

ACTION STEPS

| # | Description | Timeframe | Responsible Entity | Supporting Entity |
|---|---|-----------|--|---|
| 1 | Assess current and potential initiatives and needs; explore and ID connections between key facilities; create prioritization plan, incorporating Complete Streets, traffic calming, pedestrian safety, etc. | 1-2 | DPW; Highway Dept.; Planning Dept. | SB; Town staff; MassDOT |
| 2 | Seek assistance from MassDevelopment and MassWorks (financial/technical). | Year 1-5 | DPW; designated Town staff | |
| 3 | Research best practices, determine area, finalize action plan, and create District Improvement Financing Program (DIF): see Action Steps 3,4,5,8, and 9 of Strategy 2.a (page 8). | Year 1-5 | Town Admin; DPW; Finance Dept.; SB; Town Planner | Finance Committee (FinCom); Chamber of Commerce |
| 4 | Research best practices, determine area, finalize action plan, and create Business Improvement District (BID): see Action Steps 1 and 7-10 of Strategy 2.c (pages 10 & 11). | Year 1-5 | Town Admin; DPW; Finance Dept.; Town Planner | Planning Board; FinCom; Chamber of Commerce |
| 5 | Initiate Transportation Improvement Projects (TIP) according to prioritization plan. | Year 3-5 | DPW; Highway Dept. | SB; Town staff; MassDOT |

Five-Year Action Plan (By Strategy and Action)

| Strategy (1) | Action | FY20 | FY21 | FY22 | FY23 | FY24 | Responsible Entity(ies) |
|---|-----------|------|------|------|------|------|--|
| 1.a Define and implement wastewater solutions to protect critical water bodies. | Action 1 | | | | | | Consultant; Dept. of Health & Env. |
| | Action 2 | | | | | | Dept. of Health & Env. |
| | Action 3 | | | | | | Dept. of Health & Env. |
| | Action 4 | | | | | | Dept. of Health & Env. |
| | Action 5 | | | | | | Dept. of Health & Env. |
| | Action 6 | | | | | | Dept. of Health & Env. |
| | Action 7 | | | | | | Dept. of Health & Env. |
| | Action 8 | | | | | | Consultant; Dept. of Health & Env. |
| | Action 9 | | | | | | Consultant; Dept. of Health & Env. |
| | Action 10 | | | | | | Board of Health |
| 1.b Increase and protect wildlife habitat value of existing open space... | Action 1 | | | | | | Open Space Committee |
| | Action 2 | | | | | | Open Space Committee |
| | Action 3 | | | | | | Open Space Committee |
| | Action 4 | | | | | | Open Space Committee; Town Staff |
| | Action 5 | | | | | | Town staff |
| | Action 6 | | | | | | Town staff |
| 1.c Protect key parcels for conversion to protect municipal water supply and enhance community resilience. | Action 1 | | | | | | Open Space Committee |
| | Action 2 | | | | | | Open Space Committee; Natural Resources Dept. |
| | Action 3 | | | | | | Open Space Committee; Natural Resources Dept. |
| | Action 4 | | | | | | Planning Dept.; Building Dept.; Health Dept.; Natural Resources; Police; Fire; DPW |
| 1.d Reduce municipal use of non-renewable energy sources... | Action 1 | | | | | | DPW |
| | Action 2 | | | | | | Planning Dept.; DPW; Green Committee |
| | Action 3 | | | | | | DPW |

| Strategy (2) | Action | FY20 | FY21 | FY22 | FY23 | FY24 | Responsible Entity(ies) |
|---|----------|------|------|------|------|------|--|
| 2.a Make suitable land available for affordable housing. | Action 1 | | | | | | Affordable Housing Trust; Planning Dept.; Open Space Committee; Conservation Commiss.; Natural Resources Dept. |
| | Action 2 | | | | | | Affordable Housing Trust; Planning Dept. Town Admin; Finance Dept. |
| | Action 3 | | | | | | Affordable Housing Trust; Planning Dept. |
| | Action 4 | | | | | | Town Admin; Finance Dept.; SB; Town Planner |
| | Action 5 | | | | | | Town Admin; DPW; Finance Dept.; SB; Town Planner |
| | Action 6 | | | | | | Affordable Housing Trust; Open Space Committee; Natural Resources Dept. |
| | Action 7 | | | | | | Affordable Housing Trust |
| | Action 8 | | | | | | Town Admin; Finance Dept.; SB; Town Planner |
| | Action 9 | | | | | | Town Admin; Finance Dept.; SB; Town Planner |

| | | | | | | | |
|--|-----------|--|--|--|--|--|--|
| 2.b Redevelop and improve existing buildings to maximize housing potential. | Action 1 | | | | | | Planning Dept.; Affordable Housing Trust; CPC; Historic Commiss. |
| | Action 2 | | | | | | Planning Dept.; Affordable Housing Trust; CPC; Historic Commiss. |
| | Action 3 | | | | | | Planning Dept.; Affordable Housing Trust; CPC; Historic Commiss. |
| | Action 4 | | | | | | Planning Dept.; Affordable Housing Trust; CPC; Historic Commiss. |
| | Action 5 | | | | | | Town Admin; DPW; Finance Dept.; SB; Town Planner |
| 2.c Seek more opportunities to partner with private developers to create affordable housing. | Action 1 | | | | | | Town Admin; DPW; Finance Dept.; Town Planner |
| | Action 2 | | | | | | Town Admin; DPW; Finance Dept.; SB; Town Planner |
| | Action 3 | | | | | | Affordable Housing Trust |
| | Action 4 | | | | | | Affordable Housing Trust |
| | Action 5 | | | | | | Affordable Housing Trust |
| | Action 6 | | | | | | Affordable Housing Trust |
| | Action 7 | | | | | | Town Admin; DPW; Finance Dept.; Town Planner |
| | Action 8 | | | | | | Designated Town staff |
| | Action 9 | | | | | | Town Staff; Planning Dept. |
| | Action 10 | | | | | | Town Admin; Town Planner; DPW; Finance Dept. |
| | Action 11 | | | | | | Designated Town staff |
| 2.d Adopt Inclusionary Zoning provisions so that private market-rate development will include affordable units. | Action 1 | | | | | | Planning Dept.; Planning Board; Building Commissioner |
| | Action 2 | | | | | | Planning Dept.; Planning Board; Building Commissioner |
| | Action 3 | | | | | | Planning Dept.; Planning Board; Building Commissioner |
| | Action 4 | | | | | | Planning Dept.; Planning Board; Building Commissioner |
| 2.e Adopt architectural design guidelines for new development... | Action 1 | | | | | | Planning Dept.; Planning Board; Building Commissioner |
| | Action 2 | | | | | | Planning Dept.; Planning Board; Building Commissioner |
| | Action 3 | | | | | | Planning Dept.; Planning Board; Building Commissioner |
| | Action 4 | | | | | | Town Admin; DPW; Finance Dept.; Town Planner |

| Strategy (3) | Action | FY20 | FY21 | FY22 | FY23 | FY24 | Responsible Entity(ies) |
|--|----------|------|------|------|------|------|---|
| 3.a Create a new community center for all ages... | Action 1 | | | | | | Designated Town staff |
| | Action 2 | | | | | | SB; staff liaison - Rec. Dir., Library Dir., COA Dir. |
| | Action 3 | | | | | | Designated Town staff |
| | Action 4 | | | | | | Town staff |
| | Action 5 | | | | | | Advisory Committee; designated town staff |
| | Action 6 | | | | | | Designated Town staff |

| | | | | | | | |
|---|----------|--|--|--|--|--|---|
| 3.b Implement free or subsidized pre-K education. | Action 1 | | | | | | Designated Town staff; Children's Place |
| | Action 2 | | | | | | Designated Town staff |
| | Action 3 | | | | | | Designated Town staff; Children's Place |
| 3.c Expand recreational afterschool and other community- wide programs. | Action 1 | | | | | | Designated Town staff |
| | Action 2 | | | | | | Designated Town staff; SB |
| | Action 3 | | | | | | Designated Town staff; Advisory Committee |
| | Action 4 | | | | | | Designated Town staff; Advisory Committee |
| 3.d Promote public awareness of the Accessory Dwelling Unit zoning bylaw... | Action 1 | | | | | | Designated Town staff |
| | Action 2 | | | | | | Town Admin; DPW; Finance Dept.; SB; Town Planner |
| | Action 3 | | | | | | Designated Town staff |
| | Action 4 | | | | | | Designated Town staff |
| 3.e Host regular and widely advertised community events for a range of participants. | Action 1 | | | | | | SB; Designated Town staff |
| | Action 2 | | | | | | Town Admin; DPW; Finance Dept.; Town Planner |
| | Action 3 | | | | | | Designated Town staff; TBD |
| | Action 4 | | | | | | Designated Town staff; TBD |
| | Action 5 | | | | | | Designated Town staff; TBD |
| | Action 6 | | | | | | Designated Town staff; TBD |
| | Action 7 | | | | | | Designated Town staff; COA; community partners (regional) |

| Strategy (4) | Action | FY20 | FY21 | FY22 | FY23 | FY24 | Responsible Entity(ies) |
|--|----------|------|------|------|------|------|---|
| 4.a Redesign Route 6 to improve safety and reduce speeds... | Action 1 | | | | | | DPW; Designated Town staff |
| | Action 2 | | | | | | DPW; Planning Dept. |
| | Action 3 | | | | | | DPW; Planning Dept. |
| | Action 4 | | | | | | Town Admin; DPW; Finance Dept.; SB; Town Planner |
| | Action 5 | | | | | | Town Admin; DPW; Finance Dept.; Town Planner |
| | Action 6 | | | | | | DPW; Designated Town staff |
| | Action 7 | | | | | | DPW; Designated Town staff |
| | Action 8 | | | | | | DPW; Designated Town staff |
| 4.b Create connectivity between businesses on Route 6 to minimize vehicular activity between adjacent businesses. | Action 1 | | | | | | Designated Town staff; Planning Dept.; Highway Dept.; DPW |
| | Action 2 | | | | | | Town Admin; DPW; Finance Dept.; SB; Town Planner |
| | Action 3 | | | | | | DPW; Designated Town staff |
| | Action 4 | | | | | | Town Admin; DPW; Finance Dept.; Town Planner |
| | Action 5 | | | | | | Planning Dept. |
| 4.c Improve traffic safety town-wide by implementing Complete Streets initiatives... | Action 1 | | | | | | DPW; Highway Dept.; Planning Dept. |
| | Action 2 | | | | | | DPW; Designated Town staff |
| | Action 3 | | | | | | Town Admin; DPW; Finance Dept.; SB; Town Planner |
| | Action 4 | | | | | | Town Admin; DPW; Finance Dept.; Town Planner |
| | Action 5 | | | | | | DPW; Highway Dept. |

CHAPTER 2: ADDITIONAL STRATEGIES

This chapter lays out the additional strategies identified through this planning process. These strategies may be revisited when this plan expires in 2024 or they may be addressed within the next five years if particularly advantageous opportunities arise or as additional resources become available. Packages are displayed in order of prioritization for long-term implementation, based on results of public input.



1. Strategies to expand economic opportunities through a distinct local identity

There are opportunities to leverage Eastham's unique assets to improve economic development and improve the year-round economy. One challenge facing the Eastham community is its economic viability and vibrancy, both during the summer when the local and tourist populations inflate and for the year-round community. With seasonal residents and millions of tourists visiting each summer, Eastham struggles to maintain a robust year-round economy and to capture this vast opportunity for creative economic development. By carefully developing and distributing a cohesive and recognizable identity for the town, Eastham can better market the value of living in, visiting, and doing business in the community.

a. Implement a branding/signage program that capitalizes on the concept “Eastham, Gateway to the National Seashore,” including upgrading all directional and informational signage throughout town.

By proactively owning and activating the slogan “Eastham, Gateway to the National Seashore,” the community can develop a recognizable identity for visitors and prospective businesses. In future years, the Town may want to consider initiating a branding campaign to design a recognizable logo or similar imagery and color scheme, paired with the slogan above. The Town may consider hiring a branding and marketing consultant or hosting a town-wide logo/branding design contest. The Town should consider updating any existing signage as well as implementing new signage, especially visible “Welcome to Eastham” signs that signify to Route 6 travelers that they have entered a community of value and vibrancy.

b. Establish strong identities at key public locations by activating space using placemaking amenities such as benches, lighting, permanent or temporary public art, and other public amenities that tie into the town branding/identity. Key places could include Windmill Green, Wiley Park, Field of Dreams, and Purcell development pocket park.

Activating public space helps to invite residents and tourists to participate in communal spaces as opposed to passively moving through them. For example, adding picnic tables, benches, flowerpots or other landscaping features, aesthetic lighting, informational and interactive displays, among others, may invite passersby to stop and sit, or may encourage people to plan activities within public spaces. Hosting farmer's markets, fairs, or other festivals, music events, or other cultural events or performances are great ways to activate space and encourage the community to be more present, involved, and interactive. Improving spaces and providing infrastructure that can support such events will foster more opportunities to bring the community together. Encouraging these kinds of events and social behaviors can improve conviviality, sense of safety, health, and happiness, and further attract residents, visitors, and business to Eastham.

"[Placemaking is] a collaborative process by which we can shape our public realm in order to maximize shared value; placemaking facilitates creative patterns of use, paying particular attention to the physical, cultural, and social identities that define a place."¹

c. Develop a website, brochure, video, or other promotional materials, and expand Route 6 information booth racks to promote the places and events that make Eastham a great place to live, work, and play and expand promotion of local events.

This strategy is closely aligned with and potentially dependent on Strategy a: implement a branding/signage program. Using the Town's new logo and color scheme capitalizing on the concept "Eastham, Gateway to the National Seashore," the community may want to consider a broader marketing campaign to attract business development, tourists, and potentially new residents. Creating distributable materials such as brochures, flyers, videos, or others, will help to increase visibility of Eastham's reclaimed identity and many attractions. The Town may want to consider hiring a branding and marketing consultant or collaborating with local schools and students to create promotional materials.

2. Strategies to support, expand, and sustain local businesses



Eastham's existing zoning and permitting regulations can pose limitations and challenges for businesses which can deter new business development and hinder the sustainability of existing businesses. Considering that Eastham's natural resources and environments are valuable assets and essential components of its identity, Eastham has significant opportunities for eco-based business that depend on healthy and sustainable resources. These strategies seek to make Eastham a more business-friendly community that supports and fosters innovative economic development in an environmentally sensitive manner.

a. Create a local office of Economic Development with professional staff to provide resources for business development.

Capacity and accountability are often some of the biggest obstacles when it comes to achieving goals and implementing community initiatives. Having a specific person or municipal department that is not only responsible for the coordination, oversight, and implementation of economic development but who can also provide expertise and innovative strategy solutions would help Eastham tremendously. Several of the following strategies will be more feasible and successful if Eastham has a point person to critically consider and see these strategies through. It is the consultant's recommendation that the Town pursue this economic development strategy first.

b. Create a “SWAT team” within the Building/Planning Department to coordinate permitting and provide a streamlined process for new businesses to open.

One significant concern that emerged from the project’s process is that existing permitting processes deter new business development due to their complexity, cost, and time investment. To provide ample opportunity for and encourage new businesses to open in Eastham, town officials should assess their existing permitting process and develop a streamlined approach that is efficient and attractive to business owners. Creating an internal “SWAT team” to quickly address business permitting is one potential approach that would entail prioritization as well as improved communication and coordination between responsible entities. Pairing this strategy with Strategy a: create a local office of economic development, would provide the best level of capacity and accountability to support Eastham’s economic development goals.

c. Expand public and commercial use at town landings and other water access points, such as through the installation of commercial bulkheads.

With active use of Eastham’s marinas and landings for both public and commercial use, Eastham should proactively manage and consider expanding opportunities for continued use into the future. Mitigating against the impacts of erosion and maintaining clear and easily navigable landings and marinas will help to support local industry and recreational opportunities. If the Town chooses to reconsider this strategy in the future, assessing current and potential needs, demand, and threats will help to guide implementation.

d. Provide incentives and support for eco-businesses, such as regulatory and funding incentives and marketing (e.g., nature-based tourism, razor clams and other local specialties, and brochures with local-interest areas).

Eastham takes pride in its natural resource value and recreation opportunities. As Eastham continues to strategically consider economic development goals and initiatives, the Town may consider incentives to encourage business development and tourism opportunities that capitalize on Eastham’s unique natural landscapes and resources. There may also be opportunities for regional collaboration. The Town will likely want to develop a committee or other collaborative planning entities and events to work with stakeholders, businesspeople, and potentially consultants, to brainstorm innovative eco-business opportunities, marketing strategies, funding sources, and other regulatory incentives to attract and encourage this kind of business development. This strategy may likely be closely tied to or integrated with the branding and marketing initiative.

e. Partner with private developers on privately owned sites to foster eco-business development.

The consultant recommends that Strategy d: provide incentives and support for eco-businesses should be pursued prior to this strategy. Once the Town has determined key opportunities and incentives to support eco-business, the Town may want to proactively work with private developers and businesspeople to catalyze eco-business development. Implementing this strategy will likely involve private-public partnership meetings and marketing and information-sharing strategies to publicize the Town’s newly developed regulations and incentives to support eco-business within the community.

3. Strategies to enhance awareness and access to natural resources for recreation and public enjoyment



Exercise and exposure to natural environments improves both physical and mental health. Eastham has many parks, recreation areas, and scenic natural landscapes. However, some of these valuable resources have limited accessibility, especially in regard to ADA compliance. In addition, many areas are not clearly identified or advertised to Eastham residents or visitors. By improving awareness and accessibility, the community can capitalize on this essential aspect of its identity and improve quality of life for all people through exercise and restorative opportunities in nature.

a. Provide improved ADA access to town beaches and other natural areas, such as surfacing for wheelchair accommodation at beaches and strategically located walking or multi-use paths to town conservation lands and other locations.

Eastham has many existing passive and active recreational resources, including trails, beaches, marinas and boat landings, flower gardens, natural areas for passive recreation such as Windmill Green or Wiley Park, and active recreation, such as tennis courts and athletic fields. Ensuring equal access to these resources is paramount to ensuring ADA compliance as well as the health and happiness of the community. The Town should inventory the access conditions of all existing recreation facilities and areas and determine an implementation plan to address necessary upgrades. In addition, the Town should consider and require comprehensive access planning for any new development of trails, parks, or other recreational resources.

b. Develop combined bike trail routes and maps to knit together maps of the Cape Cod Bike Trail, other off-road trails, and scenic bike routes.

A significant part of making recreational resources more readily available and increasing use requires sharing essential information about such resources. Mapping Eastham's designated bike paths as well as their connectivity to other unpaved paths, destinations, and regional paths and destinations will help orient residents and visitors to these valuable recreation and transportation resources and encourage their use. These promotional and informational materials may also be helpful for marketing and community development purposes.

c. Create access points to all public ponds for canoes/kayaks and install boat racks.

Increasing Eastham's available water recreation opportunities and managed access points may attract visitors and promote desired community development. The Town should critically consider environmental impacts of increased water recreation. The Town may also want to consider ways to promote and share information about any new or updated water access opportunities for boating, swimming, or fishing.

4. Strategies to minimize town expenses and promote strong fiscal health



For small seasonal communities, like those on Cape Cod, providing necessary and high-quality services to both seasonal and year-round residents while maintaining fiscal sustainability is an ongoing challenge. Regional collaboration and sharing resources among nearby towns is an effective way to address the aforementioned challenge, encourage broader connection, and enhance resilience.

a. Share Town staff among neighboring communities, when able, especially for new positions.

Small and remote communities, such as Eastham, continually face the challenge of limited resources and capacity. However, the collective Cape communities are uniquely situated to harness immense potential to strategically, efficiently, and sustainably share staffing resources and to collaborate. Eastham should continue to pursue such collaboration as opportunities arise (e.g., new economic development office), and may want to consider a more proactive approach to catalyze resource-sharing and regional collaboration. In particular, Eastham may want to begin by increasing collaboration with neighboring communities, Orleans, and Wellfleet.

b. Promote infrastructure consolidation among neighboring towns, where possible.

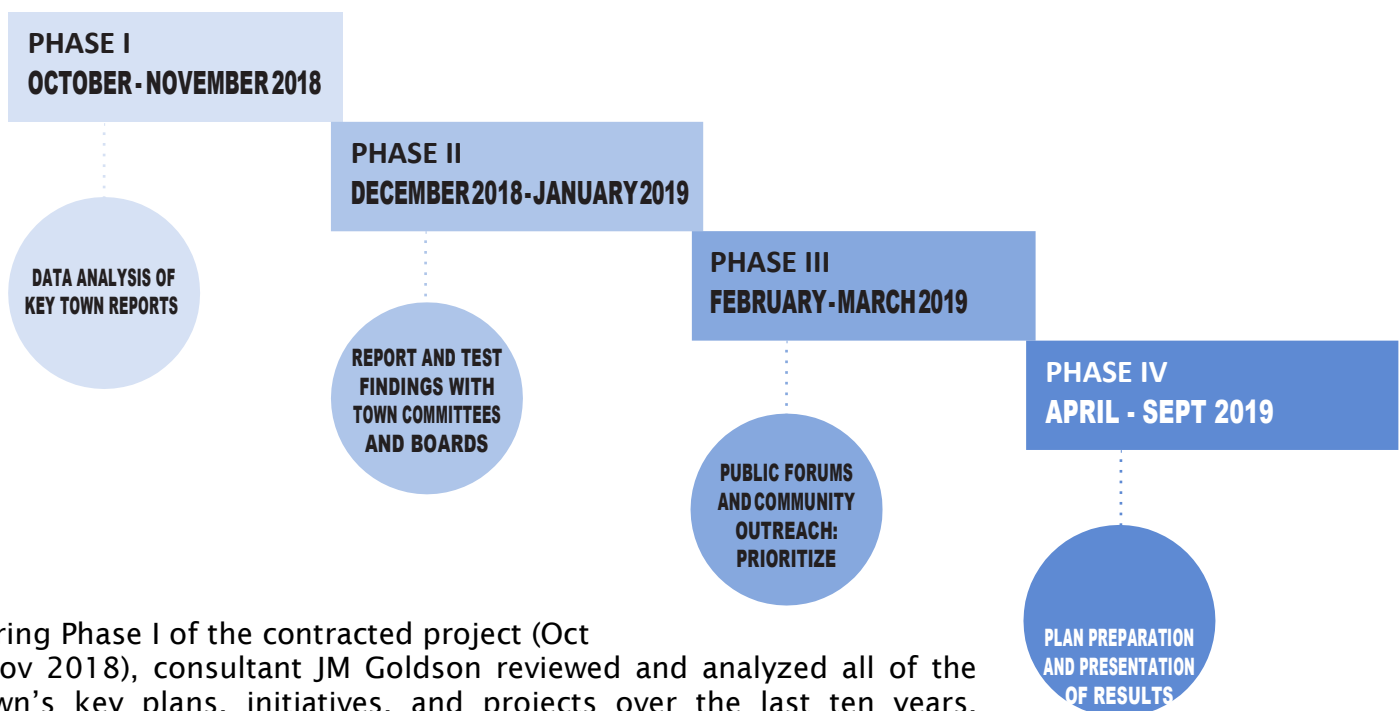
Similarly, Eastham should pursue any opportunity to improve efficiency and sustainability through shared infrastructure such as machinery, equipment, or vehicles, recreation facilities or event centers, disaster and emergency response and relief programs, and others. Sharing resources will help to increase the region's resiliency, health, and viability.

CHAPTER 3: BACKGROUND & PLANNING PROCESS

This chapter provides an overview of the planning processes, methodologies, and timeline for the project, as well as a profile of the community's characteristics and the Strategic Plan Community Vision.

Planning Processes & Methodologies

The Town of Eastham has been working to strategically identify its top priorities for the next five years. The process has involved the hard work of Town staff, key stakeholders, and the public. This plan also builds on many years of previous planning work and local initiatives. Eastham's Planning Department contracted with JM Goldson LLC in October of 2018 to guide and facilitate the strategic plan process—including robust public engagement—and to offer technical assistance and expertise. The Strategic Plan Steering Committee (SPSC) was appointed by the Select Board to manage the process and ensure that it reflects the values of the community. The SPSC and Town staff were responsible for making key decisions. The plan will be presented to the Select Board for final approval. Prior to contracting with JM Goldson, the SPSC and Town staff began to collectively think through the Town's past work as well as current pressing concerns and challenges. At this point in the project, the team drafted a document preliminarily outlining potential initiatives, actions, and strategies facing the Town over the next five years. The Committee also developed a visionary set of priorities, goals, and measurable outcomes.



During Phase I of the contracted project (Oct - Nov 2018), consultant JM Goldson reviewed and analyzed all of the Town's key plans, initiatives, and projects over the last ten years. Through this research, the consultant produced a report (see Chapter 4) synthesizing the goals and achievements of these past efforts and identifying potential

initiatives, actions, and strategies facing the Town over the next five years. The project team compared the findings of this report with the preliminary work of the Strategic Plan Steering Committee and found the two documents to be fairly equivalent and complimentary.

In Phase II (Dec 2018 - Jan 2019), the project team worked together with focus groups to workshop, revise, and vet the findings of Phase I and ultimately produced a succinct community vision, and potential goals and strategies for the Town. Phases III and IV (Feb - June 2019—which included two public forums and several working sessions—focused on prioritizing and narrowing these potential goals and strategies into a set of achievable priorities for the next five years. Further details on public engagement are provided below.

PROJECT TEAM



Project Consultant:
JM Goldson LLC

*Jennifer M. Goldson, AICP - Founder
and Managing Director
Anna Callahan - Community Planner
Avery Wolfe - Planning Assistant*



Strategic Plan Steering Committee:

*Arthur Autorino; Vice-Chair - Planning Board
Joanna Buffington - Board of Health
Scott Kerry - At Large Business Rep
Benten Niggel - At Large Nauset High School Student Rep
Brian Ridgeway - Zoning Board of Appeals
Mary Shaw - Finance Committee
Karen Strauss - Conservation Commission*



Town Staff:

*Jacqueline Beebe - Town Administrator
Paul Lagg - Town Planner*

PUBLIC ENGAGEMENT

In the Fall of 2018, the Strategic Plan Committee administered a survey to solicit feedback on community issues and priorities. Three hundred and seventeen residents responded to the survey, the results of which were incorporated into the work and products of Phases I and II. In October 2018, the project team hosted a series of work sessions with several town boards and commissions to collect input from key stakeholders and leaders in the community on work completed in Phase I. Focus group participants helped to tease out tensions, preliminary choices, and opportunities. Feedback from focus groups informed the community vision and final set of potential goals and strategies for the community.

In Phases III and IV, the project team hosted two public forums, facilitated by consultant JM Goldson. At the first public forum, held on March 5, 2019, participants ranked goals and strategies in small groups, helping to inform the first round of prioritization. The project team then used this feedback to create a series of strategy packages—bundles of strategies that, together, work synergistically to achieve one or more of the identified goals. At the second public forum, held on May 20, 2019, participants prioritized and ranked these eight strategy packages both individually and in small groups. The collective work of Phases III and IV, including both public forums led to four clear priority packages for the next five years (see chapter 3), while the remaining packages are also included in this plan as future or opportunity- based priorities.

Use of the Plan

The purpose of this plan is to guide and focus Town actions over the next five years and to provide a framework for updating the Local Comprehensive Plan. The Town will focus its staffing and monetary resources on the identified five-year priorities (see Chapter 1), while continuing to invest in ongoing initiatives (see Chapter 5). Should particular opportunities arise, the additional strategies identified in Chapter 2 of this plan may be addressed within the next five years. Additional opportunities outlined in Chapter 2 should be revisited at the end of the five-year period covered by this plan (FY2020-2024).

Community Profile

EASTHAM'S CHARACTER

Eastham, located on lower Cape Cod, is a coastal resort community known for its small town feel and its identity as a gateway to the Cape Cod National Seashore. Eleven percent of Eastham's land is part of the National Seashore.

Eastham is a balanced, diversified community that honors its historic past as a small fishing and agricultural settlement, and current character as a modest residential, vacation, and retirement community.¹

Route 6, the main thoroughfare on the Cape, passes directly through Eastham. This highly trafficked route is the main commercial area for the town—serving the same function that a main street or Town Center does in other communities. Route 6 is a high-traffic area for tourists during peak season. This dual usage creates issues when balancing the needs of different modes of transportation and creating an identity as a vibrant destination. Route 6 provides an opportunity to leverage its high number of seasonal visitors—and a challenge to make it safer and better integrated into the community fabric.

A large segment of Eastham's population is retirees—a common trend in Cape Cod. The Town of Eastham is interested in attracting a younger population and families, but without more employment opportunities, this remains a challenge. While Eastham's population is approximately 5,000 in the off-season, during peak season it balloons to four or five times that amount. This drastic change in population over the course of the year creates unique challenges as Eastham seeks to maintain a high level of municipal services and also provide a mix of housing types for seasonal workers and create a year-round sustainable economy that will not depend solely on summer tourism.

In the Strategic Planning Community Survey, residents were asked "What do you value most about living in Eastham?" Of the 317 responses, over 25 percent appreciated Eastham's small-town feel and quiet, peaceful atmosphere. Seventy percent of residents specifically mentioned the Town's proximity to beaches and recreational opportunities as a top value. The third most popular response was that respondents appreciated that Eastham, unlike neighboring towns, has not been overly developed or commercialized.

They enjoy Eastham's small "mom-and-pop" shops over the chain retailers that they see elsewhere.



Figure 1. Word cloud created from the 2018 Eastham Strategic Plan Community Survey

¹Town of Eastham. 2010 Local Comprehensive Plan

SUMMARY OF KEY DEMOGRAPHICS

Eastham's population, according to American Community Survey (ACS) estimates,² is 4,924 with a median age of 58. Thirty-six percent of Eastham's population is over the age of 65 with only 12.2 percent under the age of 19.

ACS estimates indicate that 95.6 percent of Eastham's population identify as White. The remaining five percent identifies as Black (1 percent), Asian (1 percent), or another race (3 percent).³ The high percentage of those identifying as White is comparable to other Cape towns but is much higher than the state (79.3 percent) or national (73.3) compositions.

Overall, the Cape lacks diversity—and Eastham's population is comparable to other neighboring towns in this regard.

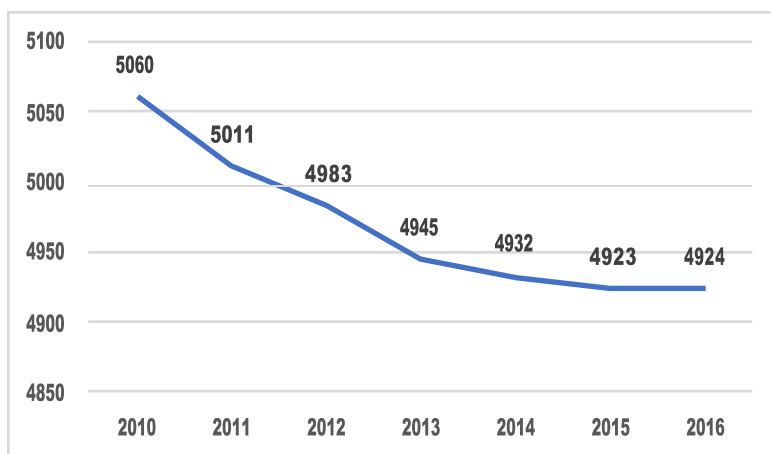
Eastham's median household income is \$57,989.⁴ This is roughly \$10,000 more than the neighboring towns of Orleans and Wellfleet, but roughly \$10,000 less than other Cape towns including Chatham and Harwich. It is also less than the state median of \$70,954.⁵

A Declining Population

The data and reports reviewed all point to a declining population, including the most recent ACS population estimates. Eastham's year-round population has declined from 5,060 in 2010 to about 4,924 in 2016.

In 2000, the population was 5,453 and by 2016, it decreased to 4,924 - a 9.7 percent decrease between 2000 and 2016.⁶ Although the year-round population may be declining, the seasonal population holds steady at over 25,000 during the summer months.

Graph 1. Eastham Total Population 2010-2016



An Aging Population

As the population of Eastham has been declining, the median age of residents has been steadily increasing. The median age for the Town increased from 41.7⁷ in 1990 to 57.8 in 2014, as stated in the 2017 ULI Technical Assistance Panel Report. In 2016, the median age of Eastham residents continued this aging trend (58.4).⁸

²2012-2016 American Community Survey (ACS) 5-Year Estimates.

³ibid

⁴ibid

⁵ibid

⁶ibid

⁷Census 1990 as referenced in the Housing Production Report and ULI's Technical Assistance Report.

⁸2012-2016 American Community Survey (ACS) 5-Year Estimates.

These numbers are comparable with other Cape towns—neighboring town Orleans has an even higher median age (60.4) and Wellfleet, Eastham’s northern neighbor has a slightly lower median age (58.3).⁹ Several other nearby Cape towns have a median age of around 55 or 56 years of age, indicating that Eastham has one of the oldest populations of all Cape towns. The median age of Massachusetts is 39.4.¹⁰ This difference in median ages between Cape Cod and the rest of the Commonwealth is no surprise as Cape Cod is known to attract retirees to its beaches and summer lifestyles. In 2016, 36 percent of Eastham’s population is over the age of 65 with only 12.2 percent under the age of 19.¹¹

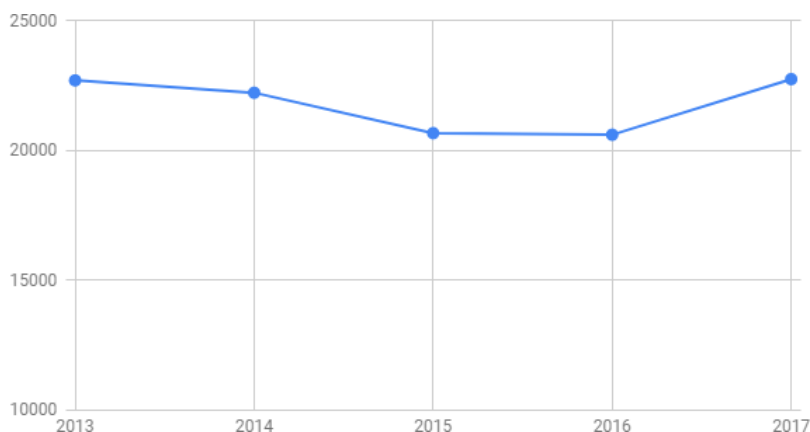
Age composition is an important indicator that housing availability, town services, or jobs may not be meeting the needs of younger singles or families. The reports reviewed were all complimentary in the priority to attract a younger population for the overall well-being of the community.



PUBLIC SAFETY

Data from the Eastham Police call records indicate that calls to police overall have remained at a steady number each year with a decrease between 2014 and 2016 and a slight increase in 2017. Between 2013 and 2017 the number of different types of calls also remained steady overall.¹² The calls that came in above 200 per year included animal or dog related complaints, general citizen assist, disabled motor vehicles, fire or medical emergencies, traffic enforcement and house checks.

Graph 2. Total Police Calls 2013-2017



⁹ibid.

¹⁰ibid.

¹¹ibid.

¹²Analysis – Call Reason” Data from the Town of Eastham.

BUSINESS AND LOCAL ECONOMY

While Eastham is appreciated by residents for its “mom and pop” shops, the town lacks a central commercial district or main street. Route 6 serves as both a regional highway and as Eastham’s “main street” but the roadway has severe safety issues and while all of the Town’s major commercial activity is located along Route 6, the corridor lacks a strong identity.

Eastham is currently home to 334 registered businesses. Roughly 12 percent of those businesses are related to construction and home improvement while 8 percent are lodging businesses and 6 percent are restaurants.¹³

According to county-level data from the Cape Cod Commission, the number of business establishments on Cape Cod has more than doubled since 1977,¹⁴ showing the increasing trend in year-round residents and jobs. At the county-level 60 percent of businesses have fewer than five employees, while 30 percent have between five and nineteen employees and only 1 percent have over 100 employees.

CAPITAL PRIORITIES

The Town’s *Five-Year Capital Plan 2019-2023* gives a clear picture of where investment will be going during this time frame. The major investments in the Town of Eastham will be on Rock Harbor, police department equipment, fire department equipment, and trucks, wastewater planning and implementation, vehicle replacements for several different departments, building maintenance including HVAC systems and roofs, road maintenance and software improvements. There is also a major investment planned for green energy enhancements.

The Town has also invested in new public water infrastructure in order to ensure a safe and viable water supply that can serve both the residential and commercial needs of the community. It is anticipated that the availability of municipal water will continue to spur new opportunities for development and redevelopment along the Route 6 corridor specifically in North Eastham which could support the Town’s vision for the Eastham Corridor Special Zoning District. The new infrastructure could pave the way for denser commercial and residential property development, leading to more economic opportunities year-round.

¹³BUSINESS LIST from Town of Eastham.

¹⁴US Census Bureau, County Business Patterns

CHAPTER 4: ANALYSIS OF EXISTING PLANS

Eastham town officials, volunteers, residents, and businesses have been actively planning many facets of the community over the last decade. The strategic planning process is not starting from scratch but is greatly informed by the robust collection of planning work that has come before. The purpose of this report is to provide a synthesized account of these planning efforts and associated analysis for the purposes of this project.

Data Sources and Topics

The following plans, studies, and reports (listed in chronological order) were incorporated into the strategic planning effort:

- The *2009 Cape Cod Regional Policy Plan*, which thoroughly outlines a growth policy for Barnstable County.
- A *2010 Heritage Landscape Inventory*, which engaged the public in community preservation and conservation.
- The *2010 Local Comprehensive Plan*, which provides a blueprint for decision-making along with goals and priorities.
- The *2015 Open Space and Recreation Plan*, which outlines priorities to preserve Eastham's open space and protect resources.
- The *2016 Housing Production Plan*, which is an exploration of housing issues in Eastham with proposed strategies.
- The *2016 Recreation Survey Results*, which communicates what amenities the Eastham population would use (as part of the Field of Dreams project) if provided.
- The *2017 - Article 22 Zoning Amendment*, which establishes the Eastham Corridor Special District designation.
- The *2017 Technical Assistance Panel Report*, which was prepared by the Urban Land Institute and includes an assessment of local assets and challenges as well as strategic recommendations for intentional development in the future.
- The *2018 - Article 14 Capital Improvement*, which is the five-year budget for capital improvements.
- The *2018 Affordable Housing Trust Program Guidelines*, which includes housing recommendations to better serve local needs.
- The *2018 Community Preservation Plan*, which establishes priorities for the use of CPA funds for affordable housing, open space and natural resources, passive recreation, and active recreation.
- The *2018 Complete Streets Prioritization Plan*, which lays out ways to improve the safety and livability of Eastham's streets.
- The *2018 Eastham Vision*, which is a list of priorities, goals, and measurable outcomes developed by the Strategic Plan Steering Committee.
- The *2018 Strategic Planning Community Survey*, which was completed by 317 Eastham residents and the captures input on community priorities.

JM Goldson analyzed the results, recommendations, and outcomes of these planning efforts, identifying key topics of consideration in each. This analysis is summarized in the graphics on the following page.

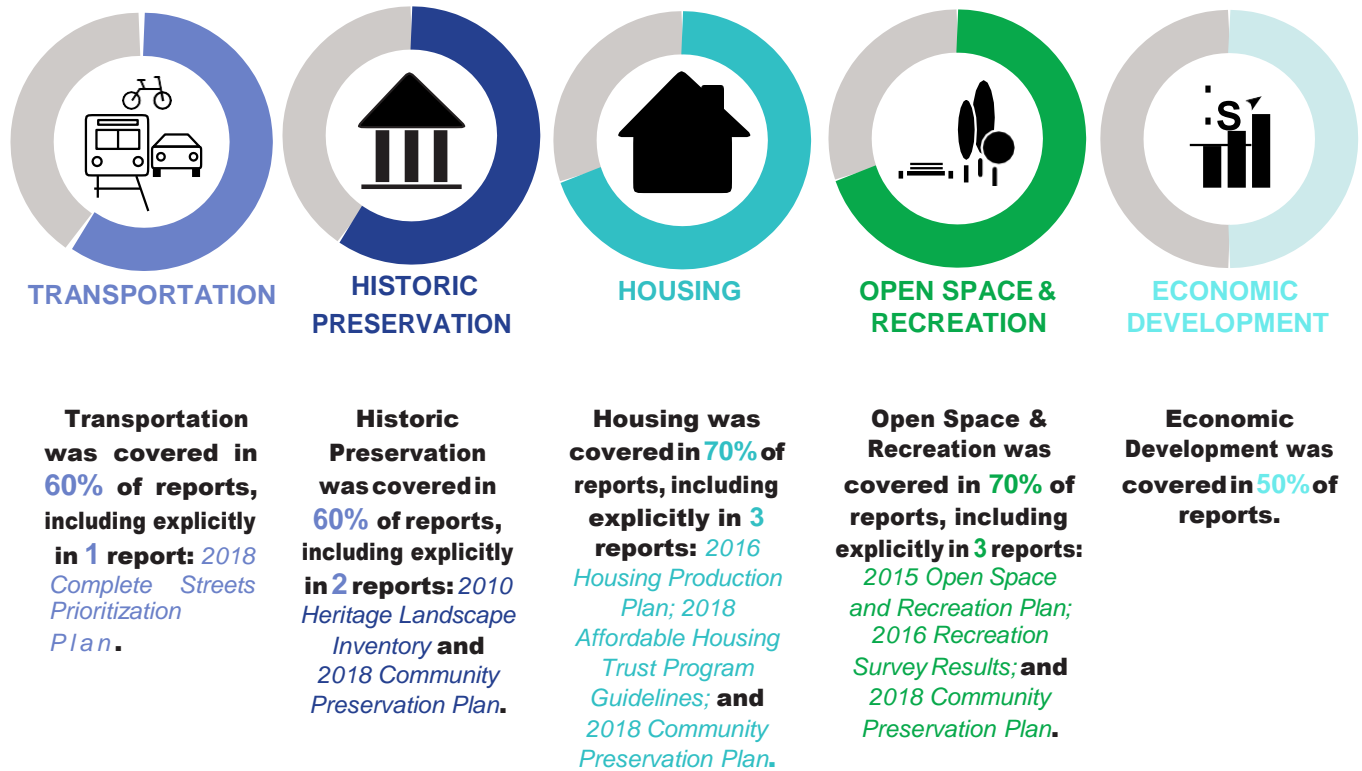


Figure 2. Analysis of key topics across planning documents reviewed. Housing and Open Space & Recreation were the most common topics.

Table 1. Topics Covered by Documents Reviewed

| Document | T | HP | H | OSR | ED |
|--|---|----|---|-----|----|
| 2009 Cape Cod Regional Policy Plan | | | | | |
| 2010 Heritage Landscape Inventory | | | | | |
| 2010 Local Comprehensive Plan | | | | | |
| 2015 Open Space and Recreation Plan | | | | | |
| 2016 Housing Production Plan | | | | | |
| 2016 Recreation Survey Results | | | | | |
| 2017 - Article 22 Zoning Amendment | | | | | |
| 2017 Technical Assistance Panel Report | | | | | |
| 2018 - Article 14 Capital Improvement | | | | | |
| 2018 Affordable Housing Trust Program Guidelines | | | | | |
| 2018 Community Preservation Plan | | | | | |
| 2018 Complete Streets Prioritization Plan | | | | | |
| 2018 Eastham Vision | | | | | |
| 2018 Strategic Planning Community Survey | | | | | |

Community Priorities

Through a careful review of Eastham’s plans, studies, and other relevant information, a clear set of priorities surfaced within three broad categories. The list below is a high-level summary of the strong themes that were featured across all materials.

Culture and Livability

- Increase housing opportunities to those who live and/or work in the community.
 - Improve the travel experience for all users of its streets, including motorists, pedestrians, and bicyclists.
 - Honor Eastham’s history, aesthetic identity, and culture as a small town for year-round residents, families, retirees, and seasonal tourists.
-

Open Space and Sustainability

- Protect open space and wildlife corridors.
 - Protect and manage critical natural resources.
 - Enhance recreational opportunities appropriate and accessible for all people.
-

Economic Prosperity

- Strengthen Eastham’s year-round economy by attracting a mixture of industries, businesses, workers, ownership types, and employment options.
- Increase employment opportunities for residents.
- Expand opportunity and regional wealth.
- Create a strong Eastham identity.
- Develop a Town Center.

Key Tensions, Challenges, and Opportunities

CREATING A DESTINATION

Eastham as a Gateway

Across all planning documents reviewed, community residents, business owners, and town leaders and staff expressed a desire for Eastham to develop a distinct identity. A clear identity would improve the Town’s marketability to the large number of motorists passing through Eastham during the summer months—potentially boosting economic development and encouraging tourists to frequent local businesses.

“Eastham as a Gateway” has been tested and included in the 2017 Town of Eastham Strategic Planning Community Survey. Respondents were asked if they agree with the statement: “Eastham, Gateway to the National Seashore.” While 67 percent of respondents did agree with the statement, there were also many comments pushing back on the concept’s marketability. Several noted that choosing the word “Gateway” as a slogan may solidify the idea of Eastham as a place to pass through—rather than a destination.

“The National Seashore beaches are fabulous but there is a lot more to the town on either side of Route 6—like the ponds and bike paths and walking trails and overall beauty that people don’t know about..... “Gateway” encourages the feeling of the town as a pass through to other places.”¹⁵

Other responses noted that while the beaches at the Cape Cod National Seashore is a defining feature of the town, it should not be sole focus of the Town’s identity. A slogan or new brand should include other aspects as well.

“Eastham is more than the National Seashore. It should be something like ‘Eastham, Gateway to a New Adventure’ or something that is more about the town itself.”¹⁶

While stakeholder feedback indicates that Eastham needs to further define its identity and market that identity, it is unclear whether or not “Eastham as a Gateway” is the concept with the most support.

There is a desire to leverage the tourist season and bring people into Eastham from other parts of the Cape—but many residents also feel that the seasonal population shift is already too drastic and would rather not encourage more tourists visit Eastham. Therefore, they do not support the creation of a town brand and identity. Leveraging the tourist season would help provide a vibrant and economically sustainable town year-round. The economic benefits of these marketing initiatives should be emphasized so residents better understand the underlying benefits.

Creating a Town Center

One priority to emerge from town reports is the creation of a Town Center along Route 6 that would bring a sense of identity to the town, create economic development opportunities, and provide a vibrant public place for residents and visitors to enjoy.

In 2007, the planning firm Stantec was commissioned by the Town of Eastham to develop the North Eastham Village Center Strategic Report and Concept Plan to further the idea of a mixed-use Village Center for the North Eastham area, centered around the intersection of Route 6 and Brackett Road. Additional community goals and values—specifically maintaining town character—need to be heavily considered before moving forward with this concept. It will be essential to create a Town Center that captures the character of the town aesthetically and culturally.

While there are no formal design standards in place, the Cape Cod Commission by-laws for Village Style Development have been established as the most appropriate design guidelines presently. In 2018, the Town of Eastham (along with the towns of Falmouth and Orleans and the Cape Cod Commission) participated in an initiative led by Union Studio to explore moderate housing density in a way that fits with the character of Eastham. It is hopeful that this initiative will lead to context sensitive design solutions for Eastham, and possibly a new form-based zoning code.

¹⁵ Town of Eastham. 2017 Town of Eastham Strategic Planning Community Survey.

¹⁶ Ibid.

The 2010 Local Comprehensive Plan listed out one priority to “ameliorate [the] impact of Route 6 on rural town character.” It is fully possible to create a vibrant center area that builds on current rural character, leverages the 30,000 motorists passing through on peak days, and improves the current state of Route 6 (both in terms of traffic, safety, and community spirit).

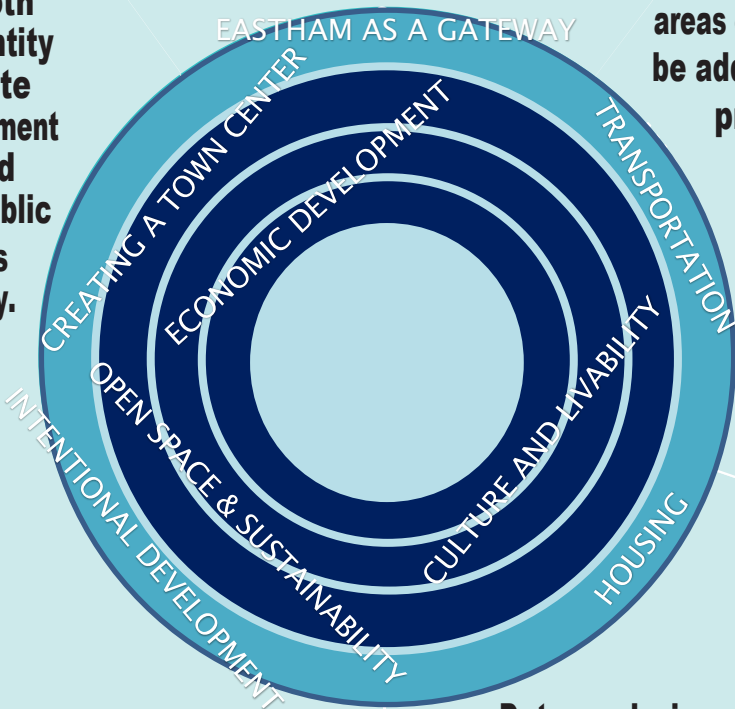
There is a strong desire among community residents, business owners, and town leaders and staff for Eastham to have its own strong, distinct identity.

A strong identity would boost economic development by leveraging the high rate of motorists passing through Eastham during the summer months and encouraging tourists to frequent local businesses.

While there is a desire to leverage the tourist season and bring people into Eastham from other parts of the Cape, many residents also feel that with the population ballooning to five times its off-season population during the summer, they’d rather not have more tourists visit Eastham.

The creation of a Town Center along Route 6 would both bring a sense of identity to the town, create economic development opportunities, and provide a vibrant public place for residents and visitors to enjoy.

Route 6, bikeability, and walkability are all major areas of concern that need to be addressed in any plan or project moving forward.



Eastham’s Complete Streets Prioritization Plan states that the Town is seeking to improve the travel experience for all users of its streets – motorists, pedestrians, and bicyclists.

In planning and implementing projects, the Town of Eastham will need to balance new development with preserving Eastham’s open space and unique, underdeveloped character.

Data analysis revealed a shortage of affordable housing stock for those who live in Eastham year-round, including those who work in service positions during peak tourist season.

As the population grows to 25,000 during the summer, the housing market is strained every season. It will be a challenge to figure out how can Eastham leverage the tourist population economically without further straining its already stressed summer housing market.

ATTRACTING RESIDENTS, EMPLOYERS, AND DEVELOPMENT

Intentional Development

Eastham's unique and underdeveloped character emerged as a strong theme from the reviewed documents, specifically in the 2017 Town of Eastham Strategic Plan Community Survey results. When asked about the most important issue in the future of Eastham, many survey responses said controlling development to fit with the character of Eastham. When asked what residents value about Eastham, many replied that they appreciated that it did not have many chains and instead was home to smaller "mom-and-pop" businesses. The 2009 Cape Cod Commission Regional Policy Plan also noted that most county residents do not want more development at all. (Note, the 2019 Regional Policy Plan was recently released, but was not available at the time of this writing.)

As the Town of Eastham moves forward in planning and implementing projects, these values to preserve town character—and bolster small, local businesses—will need to be balanced with the need to attract development and employers that can serve as anchors in the community and increase employment opportunities year-round.

In addition to the types of new development and the design of the buildings, the Town of Eastham will need to decide where this development will be located. The Eastham Corridor Special District was established at the 2018 Annual Town Meeting. This zoning district largely determines appropriate locations for commercial activity concentrated in greater density in order to reduce sprawl, consolidate infrastructure, and limit the impacts of development. The 2015 Open Space and Recreation Plan noted the Town's goal of protecting 50 percent of developable land and retaining it as open space. This priority will need to be balanced with attracting new development, diverse businesses, and more year-round employment.

IMPROVING LIVABILITY

Housing

Town documents all revealed a shortage of affordable housing stock for those who live in Eastham year-round, including those who work in service positions during the peak tourism season. As the Town of Eastham works towards bolstering its identity and attracting residents, businesses, and development, it will also need to have a clear plan in place for affordable housing—both for 40B requirements and for the overall health of the community. Affordable housing was one of the most mentioned issues in the 2017 Town of Eastham Strategic Planning Community Survey. Respondents pointed to housing as a key need in Eastham's future, proving that residents feel the shortage and support efforts to provide housing for a range of incomes.

As the population grows to 25,000 during the summer, the housing market becomes strained every season. It will be a challenge to figure out how can Eastham leverage the tourist population economically without further aggravating its already stressed summer housing market.

Gentrification and displacement should also be considered. As livability improves and public spaces—or commercial areas—become destinations, there needs to be a plan in place to prevent the rise in market prices from pushing out existing residents and business owners.

Transportation and Safety

In the Town of Eastham's 2018 Eastham Vision, transportation does not feature as prominently as other topics covered in the reviewed documents and in the survey responses from the 2017 Town of Eastham Strategic Planning Survey. Yet based on the topic's frequency and coverage in reviewed documents and survey responses suggest that transportation and safety may be a critical concern for Eastham's future.

Route 6, the Town's bike-ability, and its walkability are all major areas of concern that need to be addressed in any plan or project moving forward. The 2010 Local Comprehensive Plan noted that the "development of an efficient public transportation system for residents and visitors" is a priority. With the exception of the 2018 Complete Street Prioritization Plan, few documents explicitly addressed traffic, safety, public transportation, or alternative transportation goals. There is, however, much discussion of the effect of Route 6 on the safety, sense of community, and economic development of Eastham. It should be noted that Eastham is currently working on a corridor study with the Cape Cod Commission to explore alternative configurations of Route 6. It will be important to explore this further and develop a town vision and action steps regarding transportation.

The 2018 Complete Streets Prioritization Plan states that the Town of Eastham is seeking to improve the travel experience for all users of its streets--motorists, pedestrians, and bicyclists. This issue seems cross cutting enough to be included in the Town's Vision and Goals at a higher level moving forward. In 2018, the Strategic Plan Steering Committee created Eastham Vision which included goals and indicators for progress.

Next Steps and Recommendations

Based on the documents reviewed, the work done by the Committee is complimentary to previous processes and is a strong starting point for building out a more complete vision for Eastham.

"Community Character; Environment; and Local Economy"—the themes in the 2018 Eastham Vision—line up with this report's three main categories that were determined from the documents: "Culture and Livability; Open Space and Sustainability; and Economic Prosperity."

The only topic area omitted from the 2018 Eastham Vision document was "Transportation and Mobility." A lack of alternative transportation, a desire to serve all modes, and safety and traffic issues are all major themes that arose in the documents and were not fully addressed in the 2018 Eastham Vision statement.

Specifically, the consultant team recommends the following:

1. Further refine the vision to include transportation and mobility.
2. Identify a measurable target for each goal. For example, increase affordable housing stock by 20 percent. Many of these targets can be found in existing documents and should be used or updated to reflect current trends. Once aspirational targets are set, indicators could be drafted so that the Town will be able to clearly see when progress is being made.
3. Define specific strategies and actions in each goal area. It will be important to focus in on a couple of key short- and long-term goals to fully build out strategies, action steps, and a plan for funding initiatives.

CHAPTER 5: ONGOING INITIATIVES

The strategic planning process incorporates and is dependent upon work the Town has already completed, begun, or slated to complete. Many ongoing initiatives will support and compatibly integrate within the five-year plan outlined in Chapter 1. Others, however, may not logically fit within the organization and parameters of the strategic plan priority strategies but are still important to understand in conjunction with this plan. By recognizing past achievements, current initiatives, and the priority goals and strategies outlined in this plan, the Town will be well-equipped to move forward efficiently and effectively.

This section gives recognition to all ongoing work and acknowledges the Town's commitment to continuing efforts in progress or already proposed and scheduled.

| Project/Initiative | Status/Expected Timeframe | Lead Department | Applicable Strategic Plan Goals |
|---|---|----------------------------|--|
| Resiliency by Design Study Form Based Zoning Codes and context-sensitive design for compact housing and mixed-use development | Complete (now in implementation planning phase) | Planning | Increase diversity of housing Foster community spirit Encourage a diversity of residents |
| Route 6 Transportation Corridor Study Traffic safety and multi-modal transportation improvements | Ongoing (Conceptual designs expected Summer 2021) | Planning/DPW | Improve travel experience |
| Accessory Dwelling Unit Bylaw Promote creation of accessory dwelling units to help meet rental demands at all affordability levels | Complete (adopted 2019) | Planning | Increase diversity of housing Encourage a diversity of residents |
| Community Branding & Marketing Project Comprehensive branding and marketing to enhance community character, strengthen local business connections to local historic, cultural, and environmental assets, support local businesses, and foster placemaking | Ongoing (pending coordination with strategic plan) | Planning/project workgroup | Foster community spirit Improve travel experience |
| Rental Assistance Program Financial assistance to income qualified tenants to offset market rate rental costs | Ongoing | Planning/Housing Trust | Increase diversity of housing Encourage a diversity of residents |
| Closing Cost Assistance Program Financial assistance to income qualified applicants to assist with first time home purchase | Ongoing | Planning/Housing Trust | Increase diversity of housing Encourage a diversity of residents |
| Housing Preservation Program Loan program to assist income qualified homeowners with major repairs | Ongoing | Planning/Housing Trust | Increase diversity of housing Encourage a diversity of residents |
| Lease to Own Program Program to provide opportunity for tenants to purchase property owned by the Housing Trust or other entities. | Ongoing | Planning/Housing Trust | Increase diversity of housing Encourage a diversity of residents |
| Wiley Park Recreation Area Rehab Upgrade existing recreation facility | Ongoing (Schematic designs complete est'd completion Summer 2021) | Planning/Recreation | Access to rec resources |

| Project/Initiative | Status/Expected Timeframe | Lead Department | Applicable Strategic Plan Goals |
|---|---|---|---|
| Online Permitting Provide online permitting, annual; registration and renewals and payment options for contractors and property owners for multiple departments | Ongoing | Planning/Multiple Departments | · Encourage a diversity of residents |
| Hazard Mitigation Planning Comprehensive planning to prepare for impacts of natural hazards and climate change and improve community resiliency. | Complete | Planning | · Preserve natural resources |
| T-Time Property Re-Use Identify highest and best use of the property and provide recommendations to Select Board | Ongoing (2019-2021) | Planning/Administration/ project committee | TBD |
| Town Wide Water System Installation | Ongoing (completion expected 2022) | DPW/Administration | Indirect support |
| Outer Cape Housing Peer Group Participation Education, outreach, and strategy efforts to promote affordable housing | Ongoing | Planning/Housing Trust | · Increase diversity of housing · Encourage a diversity of residents |
| Town-wide Street Sign Upgrades | Ongoing (installation in progress) | Building/DPW/Planning/ Police Dept. | · Improve travel experience |
| Stormwater Infrastructure Upgrades | Ongoing (procurement) | DPW | · Preserve natural resources |
| Pavement Management | Planning phase | DPW | · Improve travel experience |
| Multi-modal Infrastructure Upgrades (Complete Streets) | Planning phase | DPW/Planning | · Improve travel experience · Access to rec resources |
| Recreational Parking Lot Repairs | Ongoing (funding requested for FY22) | DPW/Recreation Dept. | · Access to rec resources |
| Public Building Improvements | Planning phase (assessment of HVAC systems in progress) | DPW | Indirect support |
| Municipal Harbor and Waterways Plan | Complete (implementation funding requested via 5-year capital plan) | Natural Resources | · Preserve natural resources · Access to rec resources |
| Low-Lying Roadway Assessment Assess flooding and storm vulnerability, develop coastal resilient infrastructure recommendations to protect roadways and natural resources. | Complete | Conservation/DPW | · Preserve natural resources · Improve Travel experience |
| Regional Shoreline Management Framework Investigation of regional opportunities for shoreline management encompassing Provincetown, Truro, Wellfleet, and Eastham. | Ongoing | Conservation | · Preserve natural resources |
| Rock Harbor Site Improvements – Permitting Permitting and Public Process for Harbormaster Building, and site improvements | Ongoing (Expected permitting completion Winter 2021; implementation expected 2023/24) | Natural Resources | · Preserve natural resources · Access to rec resources |

| Project/Initiative | Status/Expected Timeframe | Lead Department | Applicable Strategic Plan Goals |
|---|--|--------------------------------|---|
| Great Pond Culvert Replacement Replacement and Expansion of undersized culvert to restore connectivity with Deborah's and Depot Pond | Ongoing | Natural Resources/DPW | <ul style="list-style-type: none"> · Preserve natural resources |
| Wetland Regulations Revisions Revisions and new sections including docks and piers. | Ongoing | Conservation | <ul style="list-style-type: none"> · Preserve natural resources · Access to rec resources |
| Stormwater and Ramp/landing improvements Plan and implement improvements to town landings in coordination with engineering assessment to be completed by Woods Hole Group. | Planning phase | Natural Resources/DPW | <ul style="list-style-type: none"> · Preserve natural resources · Access to rec resources |
| Land Management – Sandy Meadow Removal and management of pitch pine growth to maintain open rare heathland habitat, in coordination with the State Department of Fish and Wildlife. | Ongoing | Conservation/Natural Resources | <ul style="list-style-type: none"> · Preserve natural resources |
| Land Management–Town Conservation Lands Invasive vegetation removal and trail maintenance at all town conservation lands | Ongoing | Conservation/Natural Resources | <ul style="list-style-type: none"> · Preserve natural resources · Access to rec resources |
| Rock Harbor Maintenance Dredging Studying/obtaining permits for future dredging at Rock Harbor | Planning phase (stakeholder engagement planned for FY21) | Natural Resources/DPW | <ul style="list-style-type: none"> · Preserve natural resources |
| Solar Panels on library roof | Complete | Library | <ul style="list-style-type: none"> · Preserve natural resources |
| Increase generator capacity | In progress | Library | <ul style="list-style-type: none"> · Foster community spirit |
| Public Internet | Ongoing | Library | <ul style="list-style-type: none"> · Encourage a diversity of residents · Foster community spirit |
| Community Groups Partnership Events | Ongoing | Library | <ul style="list-style-type: none"> · Encourage a diversity of residents · Foster community spirit |
| Cultural Celebration and Preservation Genealogy day, preservation and digitization projects, Eastham 400 commemoration, Summer Reading Program, Turnip Festival, children and parents' programs, food for kids program. | Annual/ongoing | Library | <ul style="list-style-type: none"> · Encourage a diversity of residents · Foster community spirit |
| Environmental Programming | Annual | Library | <ul style="list-style-type: none"> · Preserve natural resources · Foster community spirit |
| Long-Range Plan service roles and goals | Complete | Library | TBD |
| Collections MOBY kits, circulating telescope, Binge Boxes, etc. | Ongoing | Library | <ul style="list-style-type: none"> · Encourage a diversity of residents · Foster community spirit |
| Art Exhibit space and openings | Monthly | Library | <ul style="list-style-type: none"> · Encourage a diversity of residents · Foster community spirit |

| Project/Initiative | Status/Expected Timeframe | Lead Department | Applicable Strategic Plan Goals |
|---|---------------------------------|-----------------|---------------------------------|
| Aquaculture Pilot Project for Salt Pond Pilot plan and stakeholder meeting; permitting and implementation; year 1 relay and report. | Stakeholder feedback 2020 | Health Dept. | · Preserve natural resources |
| Permeable Reactive Barrier (PRB) Project for Salt Pond Pilot design and work plan; monitoring well installation; PRB pilot permitting, installation, and reporting. | Completed installation 2020 | Health Dept. | · Preserve natural resources |
| Shared Watershed Planning Regional discussion meetings; Draft load allocation agreement. | Ongoing | Health Dept. | · Preserve natural resources |
| Targeted Watershed Management Plan (TWMP) | Expected completion summer 2021 | Health Dept. | · Preserve natural resources |
| Innovative Alternative (I/A) Systems Pilot - Town Cove Property owner willingness/feasibility. | Ongoing | Health Dept. | · Preserve natural resources |
| Cape Cod National Seashore Collaboration Design and installation of on-site wastewater treatment facility | Completed 2020 | Health Dept. | · Preserve natural resources |
| Stormwater Improvements Schoolhouse/Minister's Pond remediation and restoration; Salt Pond drainage | Expected to begin 2021 | Health Dept. | · Preserve natural resources |

Included in the appendices of this report is a list of recent studies and reports produced under the Town's ongoing efforts to develop a comprehensive strategy for wastewater management and treatment.

APPENDICES

GLOSSARY

Acronyms and Definitions

ACS US Census Bureau's American Community Survey

Action Mechanics/processes required to accomplish a strategy.

ADA Americans with Disabilities Act

ADU Accessory Dwelling Unit

A smaller, independent residential dwelling unit located on the same lot as a stand-alone (detached) single-family home.¹

Affordable Housing Housing that is restricted to individuals and families with qualifying incomes and asset levels, and receives some manner of assistance to bring down the cost of owning or renting the unit, usually in the form of a government subsidy, or results from zoning relief to a housing developer in exchange for the income-restricted unit(s). Affordable housing can be public or private.

AMI Area Median Income

Income for a specified geographic area.

ATM Annual Town Meeting

BID Business Improvement District

A local financing tool in which property and business owners in a specified commercial area elect to make a collective contribution to maintenance, development and/or promotion of their district to increase activity, viability, and sustainability.²

CDP Eastham Community Development Partnership

COA Council on Aging

Complete Streets A national policy program to encourage street design and operation that enables safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities.³

CPA MA Community Preservation Act

CPC Community Preservation Committee

DIF District Improvement Financing

A local financing tool that allows a community to identify and capture incremental tax revenues from anticipated private investment in a specific area for the purpose of generating funds for public investment in economic development projects.⁴

DHCD MA Department of Housing and Community Development

DPW Department of Public Works

Form-based zoning Land development regulation that establishes zones of building type and allows property owners to determine the uses. The look and layout of the property is carefully controlled but property owners are allowed maximum flexibility to determine how the buildings will be used.⁵

¹American Planning Association

²World Bank Urban Regeneration

³Smart Growth America

⁴MassDevelopment

⁵US EPA

Goal Components of a vision (a condition you are aiming for).

HECH Harwich Ecumenical Council for Housing Cape Cod regional housing organization.

HPP Housing Production Plan, as defined by MGL Chapter 40B.

Inclusionary Zoning Affordable housing tool that links the production of affordable housing to the production of market-rate housing by requiring or encouraging new residential developments to make a certain percentage of the housing units affordable to LMI households (NYU Furman Center).

LMI Low/Moderate Income, as defined by the Community Reinvestment Act (CRA) A household income that is less than or equal to 80 percent of the AMI.

MassDOT MA Department of Transportation

Median (age, income, etc.) The data point which divides the sample or population into two numerically equal groups; that is, half fall above and half fall below.

Multimodal/Alternative Transportation Transportation that includes, focuses on, and encourages modes other than automobiles, including walking, bicycling, riding public transit.

Placemaking Activization of public spaces to facilitate creative patterns of use, paying particular attention to the physical, cultural, and social identities that define a place (Project for Public Spaces).

Principle A stated value that provides foundation for planning processes or courses of action.

RFP Request for Proposals

SB Select Board

SHI MA Subsidized Housing Inventory
State managed list of all affordable housing units that are reserved for LMI households under long-term legally binding agreements and are subject to affirmative marketing requirements. the SHI also includes group homes, which are residences licensed by or operated by the Department of Mental Health or the Developmental Services for persons with disabilities or mental health issues.

SOV Single Occupancy Vehicle

Strategic Plan Steering Committee (SPSC) A committee of local residents and stakeholders selected by Eastham Town officials for the purposes of advising and leading the Strategic Planning Process.

Strategy A predetermined solution or process that will lead to the achievement of identified goals and/or vision.

TA Town Administrator

TIP Transportation Improvement Project

Traffic Calming The combination of measures that reduce the negative effects of motor vehicle use, alter driver behavior, and improve conditions for non-motorized street users; this consists of the physical design and other measures put into place on existing roads to reduce vehicle speeds and improve safety for pedestrians and cyclists (U.S. Department of Transportation; Institute of Transportation Engineers).

Five-Year Action Plan (By Responsible Entity)

| Strategy | Action | FY20 | FY21 | FY22 | FY23 | FY24 | Responsible Entity(ies) |
|----------|-----------|------|------|------|------|------|-------------------------------|
| 3.c | Action 3 | | | | | | Advisory Committee |
| 3.c | Action 4 | | | | | | Advisory Committee |
| 3.a | Action 5 | | | | | | Advisory Committee |
| 2.a | Action 1 | | | | | | Affordable Housing Trust |
| 2.b | Action 1 | | | | | | Affordable Housing Trust |
| 2.a | Action 2 | | | | | | Affordable Housing Trust |
| 2.b | Action 2 | | | | | | Affordable Housing Trust |
| 2.a | Action 3 | | | | | | Affordable Housing Trust |
| 2.c | Action 3 | | | | | | Affordable Housing Trust |
| 2.b | Action 4 | | | | | | Affordable Housing Trust |
| 2.c | Action 4 | | | | | | Affordable Housing Trust |
| 2.c | Action 5 | | | | | | Affordable Housing Trust |
| 2.a | Action 6 | | | | | | Affordable Housing Trust |
| 2.c | Action 6 | | | | | | Affordable Housing Trust |
| 2.a | Action 7 | | | | | | Affordable Housing Trust |
| 2.b | Action3 | | | | | | Affordable Housing Trust |
| 1.a | Action 10 | | | | | | Board of Health |
| 2.d | Action 1 | | | | | | Building Commissioner |
| 2.e | Action 1 | | | | | | Building Commissioner |
| 2.d | Action 2 | | | | | | Building Commissioner |
| 2.e | Action 2 | | | | | | Building Commissioner |
| 2.d | Action 3 | | | | | | Building Commissioner |
| 2.e | Action 3 | | | | | | Building Commissioner |
| 2.d | Action 4 | | | | | | Building Commissioner |
| 1.c | Action 4 | | | | | | Building Dept. |
| 3.b | Action 1 | | | | | | Cape Cod Children's Place |
| 3.b | Action 3 | | | | | | Cape Cod Children's Place |
| 3.e | Action 7 | | | | | | COA |
| 3.e | Action 7 | | | | | | Community partners (regional) |
| 2.a | Action 1 | | | | | | Conservation Commiss. |
| 1.a | Action 1 | | | | | | Consultant |
| 1.a | Action 8 | | | | | | Consultant |
| 1.a | Action 9 | | | | | | Consultant |
| 2.b | Action 1 | | | | | | CPC |
| 2.b | Action 2 | | | | | | CPC |
| 2.b | Action 4 | | | | | | CPC |
| 2.b | Action3 | | | | | | CPC |
| 1.a | Action 1 | | | | | | Dept. of Health & Env. |
| 1.a | Action 2 | | | | | | Dept. of Health & Env. |
| 1.a | Action 3 | | | | | | Dept. of Health & Env. |
| 1.a | Action 4 | | | | | | Dept. of Health & Env. |
| 1.a | Action 5 | | | | | | Dept. of Health & Env. |
| 1.a | Action 6 | | | | | | Dept. of Health & Env. |
| 1.a | Action 7 | | | | | | Dept. of Health & Env. |
| 1.a | Action 8 | | | | | | Dept. of Health & Env. |
| 1.a | Action 9 | | | | | | Dept. of Health & Env. |
| 3.a | Action 1 | | | | | | Designated Town staff |
| 3.b | Action 1 | | | | | | Designated Town staff |
| 3.c | Action 1 | | | | | | Designated Town staff |
| 3.d | Action 1 | | | | | | Designated Town staff |
| 3.e | Action 1 | | | | | | Designated Town staff |
| 4.a | Action 1 | | | | | | Designated Town staff |
| 4.b | Action 1 | | | | | | Designated Town staff |
| 2.c | Action 11 | | | | | | Designated Town staff |
| 3.b | Action 2 | | | | | | Designated Town staff |
| 3.c | Action 2 | | | | | | Designated Town staff |
| | | | | | | | |
| 4.c | Action 2 | | | | | | Designated Town staff |
| 3.a | Action 3 | | | | | | Designated Town staff |
| 3.b | Action 3 | | | | | | Designated Town staff |
| 3.c | Action 3 | | | | | | Designated Town staff |

| Strategy | Action | FY20 | FY21 | FY22 | FY23 | FY24 | Responsible Entity(ies) |
|----------|-----------|------|------|------|------|------|-------------------------|
| 3.d | Action 3 | | | | | | Designated Town staff |
| 3.e | Action 3 | | | | | | Designated Town staff |
| | | | | | | | |
| 4.b | Action 3 | | | | | | Designated Town staff |
| 3.c | Action 4 | | | | | | Designated Town staff |
| 3.d | Action 4 | | | | | | Designated Town staff |
| 3.e | Action 4 | | | | | | Designated Town staff |
| 3.a | Action 5 | | | | | | Designated town staff |
| 3.e | Action 5 | | | | | | Designated Town staff |
| 3.a | Action 6 | | | | | | Designated Town staff |
| 3.e | Action 6 | | | | | | Designated Town staff |
| 4.a | Action 6 | | | | | | Designated Town staff |
| 3.e | Action 7 | | | | | | Designated Town staff |
| 4.a | Action 7 | | | | | | Designated Town staff |
| 2.c | Action 8 | | | | | | Designated Town staff |
| 4.a | Action 8 | | | | | | Designated Town staff |
| 3.a | Action 4 | | | | | | Designated Town staff |
| 1.b | Action 4 | | | | | | Designated Town staff |
| 1.b | Action 5 | | | | | | Designated Town staff |
| 1.b | Action 6 | | | | | | Designated Town staff |
| 2.c | Action 9 | | | | | | Designated Town staff |
| 1.d | Action 1 | | | | | | DPW |
| 2.c | Action 1 | | | | | | DPW |
| 4.a | Action 1 | | | | | | DPW |
| 4.b | Action 1 | | | | | | DPW |
| 4.c | Action 1 | | | | | | DPW |
| 2.c | Action 10 | | | | | | DPW |
| 1.d | Action 2 | | | | | | DPW |
| 2.c | Action 2 | | | | | | DPW |
| 3.d | Action 2 | | | | | | DPW |
| 3.e | Action 2 | | | | | | DPW |
| 4.a | Action 2 | | | | | | DPW |
| 4.b | Action 2 | | | | | | DPW |
| 4.c | Action 2 | | | | | | DPW |
| 1.d | Action 3 | | | | | | DPW |
| 4.a | Action 3 | | | | | | DPW |
| 4.b | Action 3 | | | | | | DPW |
| 4.c | Action 3 | | | | | | DPW |
| 1.c | Action 4 | | | | | | DPW |
| 2.e | Action 4 | | | | | | DPW |
| 4.a | Action 4 | | | | | | DPW |
| 4.b | Action 4 | | | | | | DPW |
| 4.c | Action 4 | | | | | | DPW |
| 4.c | Action 4 | | | | | | DPW |
| 2.a | Action 5 | | | | | | DPW |
| 2.b | Action 5 | | | | | | DPW |
| 4.a | Action 5 | | | | | | DPW |
| 4.c | Action 5 | | | | | | DPW |
| 4.a | Action 6 | | | | | | DPW |
| 2.c | Action 7 | | | | | | DPW |
| 4.a | Action 7 | | | | | | DPW |
| 4.a | Action 8 | | | | | | DPW |
| 2.c | Action 1 | | | | | | Finance Dept. |
| 2.c | Action 10 | | | | | | Finance Dept. |
| 2.a | Action 2 | | | | | | Finance Dept. |
| 3.d | Action 2 | | | | | | Finance Dept. |
| 3.e | Action 2 | | | | | | Finance Dept. |
| 4.b | Action 2 | | | | | | Finance Dept. |
| 4.c | Action 3 | | | | | | Finance Dept. |
| 2.a | Action 4 | | | | | | Finance Dept. |
| 2.e | Action 4 | | | | | | Finance Dept. |

| Strategy | Action | FY20 | FY21 | FY22 | FY23 | FY24 | Responsible Entity(ies) |
|----------|----------|------|------|------|------|------|-------------------------|
| 4.a | Action 4 | | | | | | Finance Dept. |
| 4.b | Action 4 | | | | | | Finance Dept. |
| 4.c | Action 4 | | | | | | Finance Dept. |
| 4.c | Action 4 | | | | | | Finance Dept. |
| 2.a | Action 5 | | | | | | Finance Dept. |
| 2.b | Action 5 | | | | | | Finance Dept. |
| 4.a | Action 5 | | | | | | Finance Dept. |
| 2.c | Action 7 | | | | | | Finance Dept. |
| 2.a | Action 8 | | | | | | Finance Dept. |
| 2.a | Action 9 | | | | | | Finance Dept. |
| 1.c | Action 4 | | | | | | Fire Dept. |
| 1.d | Action 2 | | | | | | Green Committee |
| 1.c | Action 4 | | | | | | Health Dept. |
| 4.b | Action 1 | | | | | | Highway Dept. |
| 4.c | Action 1 | | | | | | Highway Dept. |
| 4.c | Action 5 | | | | | | Highway Dept. |
| 2.b | Action 1 | | | | | | Historic Commiss. |
| 2.b | Action 2 | | | | | | Historic Commiss. |
| 2.b | Action 4 | | | | | | Historic Commiss. |
| 2.b | Action3 | | | | | | Historic Commiss. |
| 1.c | Action 4 | | | | | | Natural Resources |
| 2.a | Action 1 | | | | | | Natural Resources Dept. |
| 1.c | Action 2 | | | | | | Natural Resources Dept. |
| 1.c | Action 3 | | | | | | Natural Resources Dept. |
| 2.a | Action 6 | | | | | | Natural Resources Dept. |
| 1.b | Action 1 | | | | | | Open Space Committee |
| 1.c | Action 1 | | | | | | Open Space Committee |
| 2.a | Action 1 | | | | | | Open Space Committee |
| 1.b | Action 2 | | | | | | Open Space Committee |
| 1.c | Action 2 | | | | | | Open Space Committee |
| 1.b | Action 3 | | | | | | Open Space Committee |
| 1.c | Action 3 | | | | | | Open Space Committee |
| 1.b | Action 4 | | | | | | Open Space Committee |
| 2.a | Action 6 | | | | | | Open Space Committee |
| 2.d | Action 1 | | | | | | Planning Board |
| 2.e | Action 1 | | | | | | Planning Board |
| 2.d | Action 2 | | | | | | Planning Board |
| 2.e | Action 2 | | | | | | Planning Board |
| 2.d | Action 3 | | | | | | Planning Board |
| 2.e | Action 3 | | | | | | Planning Board |
| 2.d | Action 4 | | | | | | Planning Board |
| 2.a | Action 1 | | | | | | Planning Dept. |
| 2.b | Action 1 | | | | | | Planning Dept. |
| 2.d | Action 1 | | | | | | Planning Dept. |
| 2.e | Action 1 | | | | | | Planning Dept. |
| 4.b | Action 1 | | | | | | Planning Dept. |
| 4.c | Action 1 | | | | | | Planning Dept. |
| 1.d | Action 2 | | | | | | Planning Dept. |
| 2.a | Action 2 | | | | | | Planning Dept. |
| 2.b | Action 2 | | | | | | Planning Dept. |
| 2.d | Action 2 | | | | | | Planning Dept. |
| 2.e | Action 2 | | | | | | Planning Dept. |
| 4.a | Action 2 | | | | | | Planning Dept. |
| 2.d | Action 3 | | | | | | Planning Dept. |
| 2.e | Action 3 | | | | | | Planning Dept. |
| 4.a | Action 3 | | | | | | Planning Dept. |
| 1.c | Action 4 | | | | | | Planning Dept. |
| 2.b | Action 4 | | | | | | Planning Dept. |
| 2.d | Action 4 | | | | | | Planning Dept. |
| 2.b | Action3 | | | | | | Planning Dept. |
| 2.a | Action 3 | | | | | | Planning Dept. |
| 4.b | Action 5 | | | | | | Planning Dept. |
| 2.c | Action 9 | | | | | | Planning Dept. |
| 1.c | Action 4 | | | | | | Police Dept. |

| Strategy | Action | FY20 | FY21 | FY22 | FY23 | FY24 | Responsible Entity(ies) |
|----------|-----------|------|------|------|------|------|---|
| 3.a | Action 2 | | | | | | SB |
| 3.c | Action 2 | | | | | | SB |
| 3.d | Action 2 | | | | | | SB |
| 4.b | Action 2 | | | | | | SB |
| 4.c | Action 3 | | | | | | SB |
| 2.a | Action 4 | | | | | | SB |
| 4.a | Action 4 | | | | | | SB |
| 2.a | Action 5 | | | | | | SB |
| 2.b | Action 5 | | | | | | SB |
| 2.a | Action 8 | | | | | | SB |
| 2.a | Action 9 | | | | | | SB |
| 3.a | Action 2 | | | | | | Staffliaison-Rec.Dir., Library Dir., COA Dir. |
| 2.c | Action 1 | | | | | | Town Admin |
| 2.c | Action 10 | | | | | | Town Admin |
| 2.a | Action 2 | | | | | | Town Admin |
| 2.c | Action 2 | | | | | | Town Admin |
| 3.d | Action 2 | | | | | | Town Admin |
| 3.e | Action 2 | | | | | | Town Admin |
| 4.b | Action 2 | | | | | | Town Admin |
| 4.c | Action 3 | | | | | | Town Admin |
| 2.a | Action 4 | | | | | | Town Admin |
| 2.e | Action 4 | | | | | | Town Admin |
| 4.a | Action 4 | | | | | | Town Admin |
| 4.b | Action 4 | | | | | | Town Admin |
| 4.c | Action 4 | | | | | | Town Admin |
| 4.c | Action 4 | | | | | | Town Admin |
| 2.a | Action 5 | | | | | | Town Admin |
| 2.b | Action 5 | | | | | | Town Admin |
| 4.a | Action 5 | | | | | | Town Admin |
| 2.c | Action 7 | | | | | | Town Admin |
| 2.a | Action 8 | | | | | | Town Admin |
| 2.a | Action 9 | | | | | | Town Admin |
| 2.c | Action 1 | | | | | | Town Planner |
| 2.c | Action 10 | | | | | | Town Planner |
| 2.c | Action 2 | | | | | | Town Planner |
| 3.d | Action 2 | | | | | | Town Planner |
| 3.e | Action 2 | | | | | | Town Planner |
| 4.b | Action 2 | | | | | | Town Planner |
| 4.c | Action 3 | | | | | | Town Planner |
| 2.a | Action 4 | | | | | | Town Planner |
| 2.e | Action 4 | | | | | | Town Planner |
| 4.a | Action 4 | | | | | | Town Planner |
| 4.b | Action 4 | | | | | | Town Planner |
| 4.c | Action 4 | | | | | | Town Planner |
| 2.a | Action 5 | | | | | | Town Planner |
| 2.b | Action 5 | | | | | | Town Planner |
| 4.a | Action 5 | | | | | | Town Planner |
| 2.c | Action 7 | | | | | | Town Planner |
| 2.a | Action 8 | | | | | | Town Planner |
| 2.a | Action 9 | | | | | | Town Planner |

Town of Eastham Strategic Plan 2020 -2024: Goal Metrics *(UPDATED 6/30/2021)*

1. PRESERVE AND PROTECT COASTAL, ESTUARY, POND, AND OTHER NATURAL RESOURCES

| WATER QUALITY - FRESH WATER PONDS | | | | | | |
|--|------|------|------|------|------|------|
| # Categories Tested at or Better Than Goal (X/4) | | | | | | |
| 1. Dissolved Oxygen Goal (> 4 mg/L) 2. Clarity Goal (<2 Meters) 3. Total Phosphorus Goal (<10 Micrograms) 4. Algae Abundance Goal (<8 microg/L) | | | | | | |
| LOCATION | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
| Bridge Pond | TBD | TBD | | | | |
| Depot Pond | TBD | TBD | | | | |
| Little Depot Pond | TBD | TBD | | | | |
| Great Pond | TBD | TBD | | | | |
| Herring Pond | TBD | TBD | | | | |
| Jemima Pond | TBD | TBD | | | | |
| Ministers Pond | TBD | TBD | | | | |
| Schoolhouse Pond | TBD | TBD | | | | |
| Muddy Pond | TBD | TBD | | | | |
| Widow Harding's Pond | TBD | TBD | | | | |

Source: Town of Eastham Health Department Water Quality Sampling Report

*The criteria to set remedial priorities are based on a combination of current water quality conditions, Trends, Regulatory Designation, Ownership/Access, Size, and Treatment History

| PUBLIC BEACHES | | | | | | |
|---|------|------|------|------|------|------|
| # of Weeks with Test Failure Weekly water quality testing conducted June – August (X/X weeks) | | | | | | |
| LOCATION | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
| MARINE BEACHES | | | | | | |
| Boat Meadow | 0/13 | 0/14 | | | | |
| Campground | 0/13 | 0/14 | | | | |
| Cole Road | 0/13 | 0/14 | | | | |
| Cooks Brook | 0/13 | 1/14 | | | | |
| Dyer Prince | 1/13 | 1/14 | | | | |
| First Encounter | 0/13 | 0/14 | | | | |
| Kingsbury | 1/13 | 0/14 | | | | |
| South Sunken Meadow | 0/13 | 0/14 | | | | |
| Thumpertown | 1/13 | 0/14 | | | | |
| FRESHWATER BEACHES | | | | | | |
| Great Pond | 0/13 | 0/14 | | | | |
| Herring Pond | 0/13 | 0/14 | | | | |
| Long Pond | 2/13 | 0/14 | | | | |
| Ministers Pond | 0/13 | 0/14 | | | | |
| Wiley Park | 0/13 | 0/14 | | | | |
| SHELLFISHING AREAS | | | | | | |
| First Encounter Spit | 1/13 | 0/14 | | | | |
| Salt Pond | 4/13 | 0/14 | | | | |
| Town Cove | 1/13 | 2/14 | | | | |

Source: Barnstable County Department of Health and Environment Bathing Beach Water Quality Report

| WATER QUALITY - ESTUARIES | | | | | | |
|--|------|------|------|------|------|------|
| Target: Annual reduction of 1600 kilograms of nitrate/nitrogen per watershed | | | | | | |
| Watershed | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
| Salt Pond Watershed | TBD | TBD | | | | |
| Town Cove Watershed | TBD | TBD | | | | |

Source: Town of Eastham Health Department

| OPEN SPACE | | | | | | |
|-------------------------------|------|------|------|------|------|------|
| | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
| Protected Open Space* | | | | | | |
| Town Owned | TBD | TBD | | | | |
| Non-Profit Organization Owned | TBD | TBD | | | | |
| Privately Owned | TBD | TBD | | | | |
| Unprotected Open Space | | | | | | |
| Town Owned | TBD | TBD | | | | |
| Non-Profit Organization Owned | TBD | TBD | | | | |
| Privately Owned | TBD | TBD | | | | |

Source: Town of Eastham Open Space Committee

Note for FY 19-20: Open Space Committee is completing an inventory of protected and unprotected land, along with an update of the Town Open Space Plan. Baseline numbers for this metric will be available once this work is complete.

| GREEN INITIATIVES | | | |
|-------------------|---|----------------|-------------|
| Year | Project | Started | Completed |
| 2019 | Annual Earth Day Beach and Marsh Cleanup (1.5 tons cleaned) | April 2019 | Complete |
| | Buy Recycled Policy | May 2019 | Ongoing |
| | Municipal Plastic Bottle Ban Select Board Policy | September 2019 | Ongoing |
| 2020 | Commercial Single Use Water Bottle Ban approved at Town Meeting | September 2020 | Complete |
| | Plastic and Marine Hazards Reduction Bylaw approved at Town Meeting | September 2020 | Complete |
| | Annual Earth Day Marsh Cleanup (450 pounds cleaned) | April 2020 | Complete |
| 2021 | Addition of (2) electric vehicles to Town fleet | February 2021 | Complete |
| | Annual Earth Day Marsh Cleanup (600 pounds cleaned) | April 2021 | Complete |
| | Installation of (1) dual-head electric vehicle charging station at Town Hall and (1) dual-head station at the Library | May 2021 | Complete |
| | "Green Community" Designation | May 2021 | In progress |
| 2022 | | | |
| 2023 | | | |
| 2024 | | | |

Source: Town of Eastham

| SOLAR/RENEWABLE ENERGY INSTALLATIONS | | | | |
|--------------------------------------|------------------------|------------------------|--------------------|--|
| Year | Location | Net Benefit in Dollars | Total kWh produced | |
| 2019 | Transfer Station | \$66,588 | 721,257 | |
| | Elementary School | \$7551 | 110,359 | |
| | DPW Building | \$5,942 | 87,199 | |
| 2020 | Transfer Station | \$41,102 | 497,340 | |
| | Elementary School | \$7,995 | 122,066 | |
| | DPW Building | \$6,032 | 92,083 | |
| | Eastham Public Library | \$6,700 | 55,787 | |
| 2021 | | | | |
| 2022 | | | | |
| 2023 | | | | |
| 2024 | | | | |

Source: Town of Eastham Finance Department

| TOWN SPONSORED EDUCATIONAL PROGRAMS FOR COASTAL, ESTUARY, POND, AND OTHER NATURAL RESOURCES ISSUES | | |
|---|---|-------------------|
| Year | Topic | # Programs/Events |
| 2019 | Ponds/Waterways | 6 |
| | Wastewater Issues | 3 |
| 2020 | “Pond-ering” Clean Water : A Public Meeting on Schoolhouse Ministers Pond (Aug. 2020) | 1 |
| | Schoolhouse-Ministers Pond Aeration Video (Apr. 2020) | 1 |
| | Presentation on Permeable Reactive Barrier (PRB) at Salt Pond (Oct. 2020) | 1 |
| | PRB Installation Video (Mar. 2020) | 1 |
| | Story Map on Non-Traditional Wastewater Management (Apr. 2020) | 1 |
| | | 1 |
| 2021 | | |
| 2022 | | |
| 2023 | | |
| 2024 | | |

Source: Town of Eastham

2. ENCOURAGE AND WELCOME A DIVERSITY OF RESIDENTS

| DEMOGRAPHICS | | | | |
|---------------------|---|--|--|--|
| Year | Age | Income | Race/Ethnicity | Households |
| 2019* (2017 ACS) | < 20 years - 12.1% 20-34 years - 11.3% 35-44 years - 7.7% 45-54 years - 11.2% 55-64 years - 19.7% 65+ - 38.1% | under \$10k - 3.6% \$10k - \$24K - 13.7% \$25k-\$34k - 12.6% \$35k - \$49k - 9.6% \$50k - \$74k - 22.3% \$75k - \$99k - 13.9% \$100k - \$149k - 14% \$150k+ - 10.4% | White - 93.4% Black or African American - 2.2% American Indian or Alaska Native - 0% Asian - 2.5% Native Hawaiian or Pacific Islander - 0% Some other race - 0.9% Two or more races - 0.9% Hispanic/Latinx - 1.4% | Total households - 2,446 Average HH size - 2.01 Families - 1,47 60.2% With Children - 308 20.9% Single-parent - 163 11% Non-families - 972 39.7% Living alone - 818 84.2% Senior living alone - 564 58% |
| 2020* * | < 20 years – 12.39% 20-34 years – 9.06% 35-44 years – 8.02% 45-54 years – 10.16% 55-64 years – 22.02% 65-74 years – 20.67% 75+ - 17.69% | Data not available | White – 92.39% Black or African American – 1.69% American Indian or Alaska Native – 0% Asian – 3.08% Native Hawaiian or Pacific Islander – 0% Some other race - 0.98% Two or more races – 1.39% Hispanic/Latinx – 0.88% | Total Households Average HH size Families – 1,523 With Children – 327 Single-parent – 229 Non-families – 873 Living alone – 695 Senior living alone |
| 2021 | | | | |
| 2022 | | | | |
| 2023 | | | | |
| 2024 | | | | |

*Source: U.S. Census Bureau American Community Survey (ACS) 5-Year Estimate 2013-2017

**Source: U.S. Census Bureau American Community Survey (ACS) 5-Year Estimate 2015-2019

| SCHOOL ENROLLMENT | | | | | | |
|---|--|---|------|------|------|------|
| | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
| Eastham Elementary School | PreK: 29 K: 32 1 st : 25 2 nd : 27 3 rd : 29 4 th : 26 5 th : 26 Total: 194 Out of District: 23 | PreK: 20 K: 22 1 st : 27 2 nd : 28 3 rd : 29 4 th : 34 5 th : 30 Total: 190 | | | | |
| Nauset Middle School Eastham Students | 6 th : 23 7 th : 37 8 th : 83 Total: 237 | 6 th : 30 7 th : 32 8 th : 40 Total: 102 | | | | |
| Nauset High School Eastham Students | 9 th : 28 10 th : 31 11 th : 32 12 th : 33 Total: 124 | 9 th : 31 10 th : 29 11 th : 34 12 th : 31 Total: 125 | | | | |
| Eastham Students Attending Other High Schools | CC Tech: TBD Lighthouse: TBD Sturgis: TBD | CC Tech: TBD Lighthouse: TBD Sturgis: TBD | | | | |
| International Student Program | 2 | TBD | | | | |

Source: Nauset Regional School District: District Enrollment Report October 1, 2019

Note for FY 19-20: Town Staff are working to develop a reporting/collection procedure for Eastham student enrollment in schools outside the Nauset District. Updates to these metrics are expected in future plan years.

3. IMPROVE TRAVEL EXPERIENCE FOR ALL USERS

| TOWN OWNED ROADS | | | | | | |
|--|------|------|------|------|------|------|
| Improvements to Streets, Sidewalks, and Multi-Modal Infrastructure | | | | | | |
| PROJECTS | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
| Sidewalks (Ft) | - | - | | | | |
| Shared Use Paths (Ft) | - | - | | | | |
| Bike Paths (Ft) | - | - | | | | |
| Shoulder Areas (Ft) | - | - | | | | |
| Pavement Markings (Ft) | - | - | | | | |
| Signage | - | - | | | | |
| Traffic Calming Devices (#) | - | - | | | | |

Source: Town of Eastham Department of Public Works

Note for FY19-20: This metric is currently under review by Town staff and will be updated in future plan years.

| ROUTE 6 IMPROVEMENTS Town Efforts in Coordination with MassDOT to Improve Route 6 | |
|---|---|
| 2019 | <ul style="list-style-type: none"> Corridor improvement public listening session Roadway alternatives analysis preliminary designs Road Safety Audit Eastham/Orleans Rotary Road Safety Audit – Route 6/Van Dale Ave. |
| 2020 | <ul style="list-style-type: none"> Began work on preliminary conceptual designs using information from safety audits and public listening session T-Time Committee conducting research and fact-finding work on possible uses for the Town-owned property at 4790 State Highway (Route 6) |
| 2021 | |
| 2022 | |
| 2023 | |
| 2024 | |

Source: Town of Eastham, Department of Public Works / Planning Department

4. FOSTER AND ENHANCE COMMUNITY SPIRIT

| COMMUNITY PROGRAMS/PLACE-MAKING EVENTS | | |
|---|--|-------------------|
| Year | Topic | # Programs |
| 2019 | Windmill Weekend | 1 |
| | Turnip Festival | 1 |
| | Community Egg Hunt | 1 |
| | Rubber Duck Race | 1 |
| | First Encounter Family Activities | 4 |
| | Christmas on the Green | 1 |
| | Misc. Community Events | 4 |
| | Windmill Green Events | 7 |
| | T-Time Cleanup Event | 1 |
| | | |
| 2020 | Recreation & Beach Events – socially distanced and virtual | 17 |
| | Virtual Turnip Festival | 1 |
| | Library Story Walks | 2 |
| 2021 | | |
| 2022 | | |
| 2023 | | |
| 2024 | | |

Source: Town of Eastham

| COMMUNITY INVOLVEMENT | | | | | |
|------------------------------|--|---|----------------------------|-------------------------------|--|
| | Total Boards/ Committees/ Commissions | Total Maximum Positions Available (including alternates) | Vacancies Total | Appointments Total | Students Serving on Boards/Committees |
| 2019 | 30 | 220 | TBD | TBD | 1/0.45% |
| 2020 | 38 | 241 | 32 | 227 | 0 |
| 2021 | | | | | |
| 2022 | | | | | |
| 2023 | | | | | |
| 2024 | | | | | |

Source Town of Eastham Town Clerk

5. INCREASE DIVERSITY OF HOUSING OPTIONS

| HOUSING TYPES | | | | | | | | |
|--------------------------------|--------------------------|----------|----------------|----------|------|------|------|------|
| | 2019 (2017 Estimates) | | 2020 (2019) | | 2021 | 2022 | 2023 | 2024 |
| | # | % | # | % | | | | |
| Total Housing Units* | 6,143 | - | 6,289 | - | | | | |
| Occupied Housing Units* | 2,446 | 39.8% | 2,396 | 38.1% | | | | |
| | | | | | | | | |
| Seasonal/Occasional Use Units* | 3,607 | 58.7% | 3,817 | 60.7% | | | | |
| Owner Occupied Units* | 2,048 | 33.3% | 5,704 | 90.7% | | | | |
| Renter Occupied Housing Units* | 398 | 6.4% | 584 | 9.3% | | | | |
| | | | | | | | | |
| Single Family Dwellings* | 5,877 | 95.6% | 5975 | 95% | | | | |
| Non-Single Family Dwellings* | 266 | 4.3% | 314 | 5% | | | | |
| | | | | | | | | |
| ADUs** | 1 | | 6 | - | | | | |
| SHI Units | 119 | 4.52% | 119 | 4.52% | | | | |
| | | | | | | | | |
| Eastham Rental Permits | Year Round | Seasonal | Year Round | Seasonal | | | | |
| | 222 | 902 | TBD | TBD | | | | |

SHI = The Subsidized Housing Inventory is used to measure a community's stock of low-or moderate-income housing for the purposes of M.G.L. Chapter 40B, the Comprehensive Permit Law.

**Accessory Dwelling Units Source: Town of Eastham Building Department

*Source: U.S. Census Bureau American Community Survey (ACS) 5-Year Estimate 2013-2017:

Seasonal, Recreational, or Occasional Use – These are vacant units used or intended for use only in certain seasons or for weekends or other occasional use throughout the year. Seasonal units include those used for summer or winter sports or recreation, such as beach cottages and hunting cabins. Seasonal units also may include quarters for such workers as herders and loggers. Interval ownership units, sometimes called shared-ownership or timesharing condominiums, also are included here.

Owner-Occupied – A housing unit is owner-occupied if the owner or co-owner lives in the unit, even if it is mortgaged or not fully paid for. The owner or co-owner must live in the unit and usually is Person 1 on the questionnaire. The unit is “Owned by you or someone in this household with a mortgage or loan” if it is being purchased with a mortgage or some other debt arrangement such as a deed of trust, trust deed, contract to purchase, land contract, or purchase agreement. The housing unit is also considered owned with a mortgage if there is a home equity line of credit on it. The unit also is considered owned with a mortgage if it is built on leased land and there is a mortgage on the unit.

Renter-Occupied – All occupied housing units which are not owner-occupied, whether they are rented or occupied without payment of rent, are classified as renter-occupied. “No rent paid” units are separately identified in the rent tabulations. Such units are generally provided free by friends or relatives or in exchange for services such as resident manager, caretaker, minister, or tenant farmer. Housing units on military bases also are classified in the “No rent paid” category. “Rented” includes units in continuing care, sometimes called life care arrangements. These arrangements usually involve a contract between one or more individuals and a health services provider guaranteeing the individual shelter, usually a house or apartment, and services, such as meals or transportation to shopping or recreation.

6. PROVIDE AND ENHANCE ACCESS TO PUBLIC RECREATIONAL RESOURCES FOR ALL PEOPLE

| | RECREATIONAL RESOURCES | | | | | | | |
|---|------------------------|-----|-------|-----|------|------|------|------|
| | 2019 | | 2020 | | 2021 | 2022 | 2023 | 2024 |
| | Total | ADA | Total | ADA | | | | |
| Town Owned Beaches Marine Total | 8 | 4* | 8 | 5 | | | | |
| Town Owned Beaches Freshwater Total | 3 | 2* | 3 | 2 | | | | |
| Town Owned Landings Total | 9 | 1 | 9 | 1 | | | | |
| Parks/Open Space Total | 2 | 1 | 2 | 1 | | | | |
| Playgrounds Total | 3 | 1 | 3 | 1 | | | | |
| Playing Fields Total | 5 | 5 | 5 | 5 | | | | |
| Docks/Piers/Float Locations | 2 | 1 | 2 | 1 | | | | |
| Boat Launch Locations | 6 | 1 | 6 | 1 | | | | |
| Town Picnic Areas | 2 | 2 | 2 | 2 | | | | |
| Town Shower Facilities | 1 | | 1 | | | | | |
| Town Restroom Facilities (Beach/Rec Areas) | 15 | 15 | 15 | | | | | |
| Town Hiking Trail Areas | 6 | 0 | 6 | 0 | | | | |
| Town Bike Trails Total (<i>not including Cape Cod Rail Trail or Seashore Bike Trails</i>) | 0 | 0 | 0 | 0 | | | | |
| Town Cultural/Recreational Areas | 0 | 0** | 0 | 0 | | | | |
| Youth/Family Programs Offered | - | - | 41 | - | | | | |
| Adult Programs Offered | - | - | 7 | - | | | | |

Source: Town of Eastham Recreation Department

*ADA Accessibility = Beach Wheelchairs, Mobi-Mats

**e.g., interactive/multi-sensory displays, signage, kiosks etc.